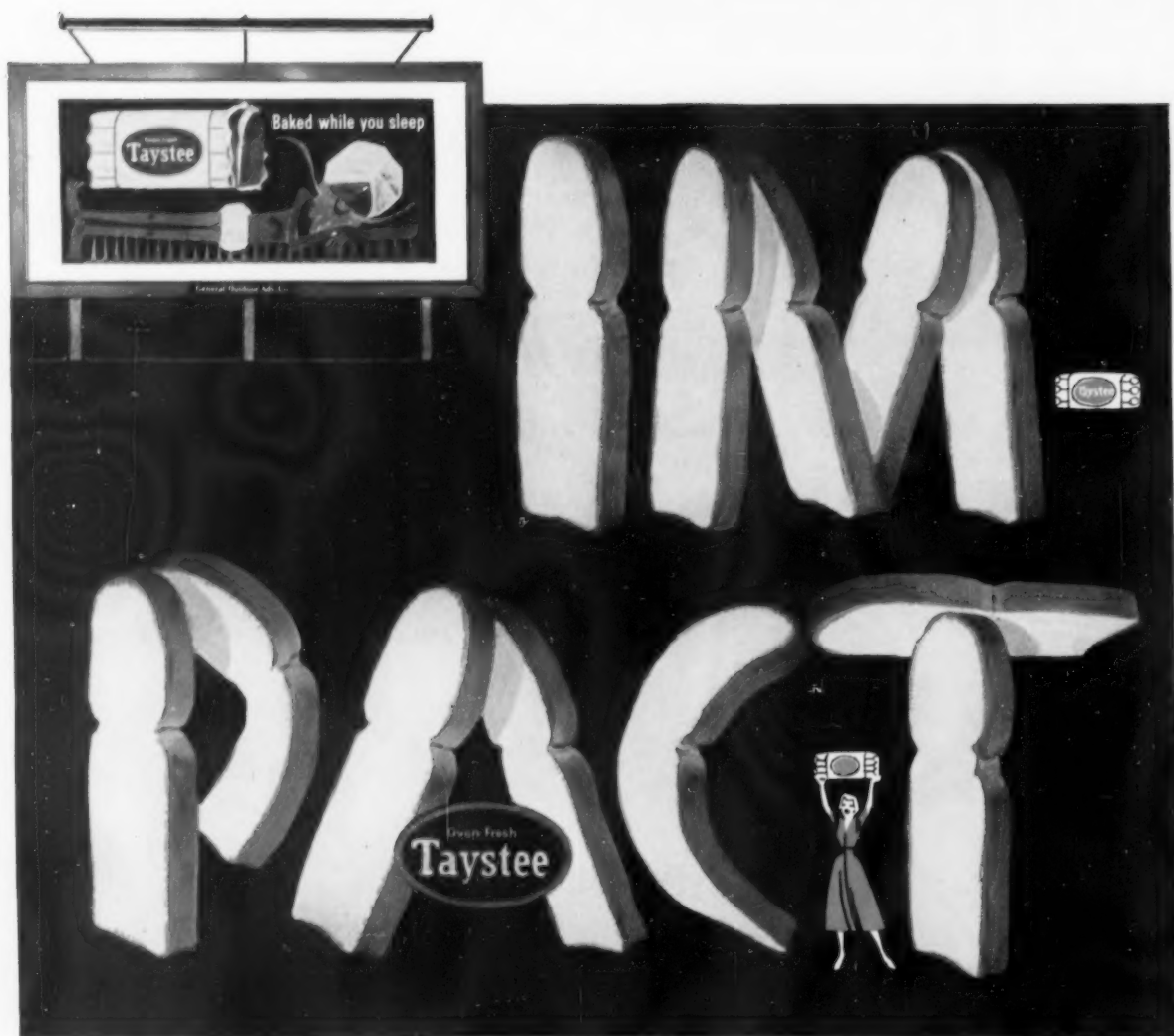


Sales Management

THE MAGAZINE OF
MARKETING

What's Happening to Color Trends Page 33





...that's why Taystee Bread uses **OUTDOOR**

How do you "impact" a reader? Listen to Robert Llewellyn, Advertising Manager for American Bakeries Company of Chicago:

"To get any sort of attention today, an ad should combine a strong visual element with important *size*. With outdoor, we get *both*. Using billboards to dramatize our 'Baked while you sleep' theme, we've achieved sustained awareness of our product and its principal feature—freshness. Since

bread is purchased 3 times a week, another requirement is *frequency*, and 24 sheets fill the bill here, too."

With size, color and *impact* . . . GOA network showings have created "sustained awareness" and sales for hundreds of advertisers. As for frequency, the average viewer sees a *100 showing* poster 22 times per month.

For additional success stories (Standard Oil of Ind., Life Savers, Drakes Bakeries, Seagram's Distillers and

many others) call the General Outdoor Advertising Company office in your city. Or, write us in Chicago.



General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

Togetherness inspires her buying decisions...



Adding the new room

Painting, papering, paneling—it's not only practical, but *fun* when everybody pitches in. Dad does the heavy work—the kids are good helpers—but *Mother* is usually responsible for the important job of planning the whole project and making the buying decisions. Again, *Togetherness* leads to a whole chain of multiple purchases by the woman for her family.

The magazine of Togetherness, reaching more than 5,000,000 families... **McCall's**

your
personal
invitation...

"meet
the
readers"
of



in
typical
plants
... large
... medium
... small

MODERN MACHINE SHOP is the leader among all metalworking monthlies in total pages of advertising.

A new, profusely illustrated readership study examines three typical plants in MODERN MACHINE SHOP's Detroit circulation.

Only MODERN MACHINE SHOP offers:

Largest circulation 52,000!

Most complete plant coverage, more than 34,000 plants receiving one or more copies!

Lowest cost per thousand circulation ... just \$6.10!

Massive MODERN MACHINE SHOP circulation gives more complete coverage of all metalworking plants ... large, medium and small ... including deep penetration of the larger plants.

Request new 3-Plant Study direct or through your MODERN MACHINE SHOP representative.

For results you can see ... put your money where your market is ... in

modern machine shop

431 Main Street Cincinnati 2, Ohio

Also publishers of **PRODUCTS FINISHING** and **Products Finishing DIRECTORY**



Sales Management

THE MAGAZINE OF MARKETING

November 1, 1957

Vol. 79, No. 11

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

HIGHLIGHTS

WHAT'S HAPPENING TO COLOR TRENDS?

Randell Cook, advertising manager, California Ink Co., Inc., answers the questions of color-conscious industry. Pink is fading fast as a fashionable product color. What are the new colors to look for? How do you find out what colors will move your product? What about metallic colors?

33

PUSH MONEY AND SPIFFS . . .

Sales tools or graft? If push money is rent paid for point-of-sale facilities, some stores rate higher P.M.'s than others. But how can the FTC be expected to see this and stop demanding "no discrimination," when many suppliers treat spiffs as tips or bribes?

96

MR. REMINGTON RAND

Here's a words and pictures introduction to one of America's highest paid salesmen: Dick Stark, television announcer. To 52 million viewers each weekend, he is Mr. Remington Rand. He tries to sell them products ranging from a \$30 electric shaver to a \$1½ million electronic brain.

38

THE HIGH COST OF EXECUTIVE RECONSTRUCTION

Take almost \$5,000 worth of sandpapering, teeth caps, toupees, lifeguard shorts, and assorted face and body lifts. What have you got? The refurbished, reconstructed, revitalized businessman. Those steady eyes may be contact lenses. That youthful physique may be held in place by girdles. That wavy hair may be store-bought. Here's how it's done.

86

THE ABC'S OF MOTIVATION

What motives can you bring into play to encourage salesmen to build themselves up as men, to stimulate them to more effective professional performance? Dr. William M. Borton, Ph.D., of UCLA, tells how to utilize them in sales leadership.

50

PERSUASION FOR PROFIT

Nicholas Samstag, director of promotion, *Time*, The Weekly Newsmagazine, lists 17 strategies for promotion in this excerpt from his new book, "Persuasion for Profit." What is a strategy? According to Samstag, "A strategy is an instrument for winning."

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Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y. SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., Walnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

STOCK EXCHANGE GOES HUMAN

About 19 months ago, the New York Stock Exchange instituted a new advertising campaign. It carried through the previously used "Own Your Share of American Business" theme. But it carried that theme with a more human approach, full of friendliness and personality.

MORE SALESMEN JOIN THE UNION

Seattle real estate salesmen have joined the Teamsters Union. What are the implications for selling here? How do salesmen feel about the union goals? What is management trying to do about unionization—now? Here are the answers.

HOW TO ADJUST TO YOUR BOSS

Bosses differ, of course, but there are a few traits that most of them have in common. Knowing these traits, and how to adjust to them, smooths your road to the top. You'll find the rules to follow on page . . .

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Stock Exchange's Warm, Human Appeal

Color

What's Happening to Color Trends?

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How to Draw a Crowd of Prospects for Your Customers to Sell to

Leadership

How to Adjust to Your Boss

He's More Than a Handsome Hunk of Man

Manpower Problems

How to Use Motivation to Stimulate Your Salesmen

Market Development

The Headaches of a Near Monopoly

Are All of Your Men as Creative as This One?

Merchandising

Crazy About Tags!

Promotion

Persuasion for Profit

Push Money, Spiffs: Sales Tools or Graft?

Salesmanship

Mr. Remington Rand

Unionization

More Salesmen Join the Union

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For Customers Who

"BUY BIG"



CONTAINER CORPORATION
OF AMERICA

Advertises in THE PACKER

Today's \$7.5 Billion Dollar Fresh Fruit and Vegetable Industry buys boxes by the millions. Grower-Shippers alone account for a huge share of box sales. For instance, lettuce—and other highly perishable produce—is packed, vacuum cooled, and rushed fresh to market in boxes.

Shippers and distributors buy millions more boxes, lugs, hampers and cartons for shipping and repacking. To reach these box buyers who "BUY BIG", Container Corporation knows it can depend on the pages of The Packer to find them in the buying mood.

The booming fresh fruit and vegetable industry depends on boxes just as its leaders* in the industry (representing about 90% of the \$ volume) depend on the pages of The Packer every week for vital news and market data . . . and for information on products they need. Smart advertisers know that the only effective way to reach the Fresh Fruit and Vegetable Industry when it's ready to "Buy Big" is through the productive pages of The Packer.

*16,349 ABC average net pd. circ. for 6 months (Publisher's Statement June 30, 1957)

P.S. More than 1,000 display advertisers are reaching the Fresh Fruit & Vegetable Industry every day through The Packer's 1957 issue of FRESH, the industry's yearbook and buying guide. (Each Packer subscriber receives a copy.) Better make a note to reserve 1958 space now!

THE PACKER

201 Delaware

Kansas City, Mo.

"Imported" media doesn't sell the Times Herald Market

Unlike the *claims* of "imported media", The Norristown Times Herald, Montgomery County's leading newspaper, *alone and unchallenged delivers all retail sales buying influences every day*. Only a few have the desire or time to indulge in reading "imported media" edited primarily for other market local interests.

Montgomery County Families Buy More

For example—127,900 families in Montgomery County own and operate over 160,000 passenger cars (1956) whereas in Philadelphia County nearly 200,000 families own no passenger car and have no interest in buying one.

Buy Norristown Times Herald first, for larger per capita automobile, gas station sales, operating services and replacement sales. Nearly all our reader families own one or more passenger cars.

Phone Philadelphia, Market 7-2692 or Norristown Pa. Broadway 2-2500 for details.

THE Times Herald NORRISTOWN, PA.

National Representative: The Julius Mathews Special Agency



Illinois'
2nd Big Market
PIMITEOUI*

*Old Indian word for Peoria area meaning "land of plenty"

Peoria Journal Star

- saturates metro. area with 99.7% daily ratio to homes
- delivers daily circulation of 100,000 plus
- influences 13-county billion dollar market

METRO. AREAS	POP.	CON. SP. INCOME	RETAIL SALES
1. Chicago			
2. Peoria	287,600	\$48,784	\$90,937
3. Davenport-Rock Island-Moline	273,100	\$16,413	\$18,232
4. Rockford	180,200	\$87,477	\$20,292

S.R.D.S. Ex. 1/1/57

Peoria Journal Star

affiliated with WTVH
Ward-Griffith Co., National Reps.

Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

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Subscription Manager, C. V. Kohl

U. S. and Canada: \$10 a year
Foreign: \$15

ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

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Vice-President, Sales, Randy Brown, Jr.

Senior Vice-Presidents, C. E. Lovejoy, Jr.,

W. E. Dunsby, R. E. Smallwood and Wm.
McClanaghan

Bill Brothers Publications in MARKETING
(in addition to Sales Management): Sales

Meetings, Tide, Premium
Practice, INDUSTRIAL: Rubber World, Plastics Technology, MERCHANDISING: Fast

Food, Floor Covering Profits
and Tires, TBA-Merchandising.

Copyright, Sales Management, Inc., 1957

SALES MANAGEMENT

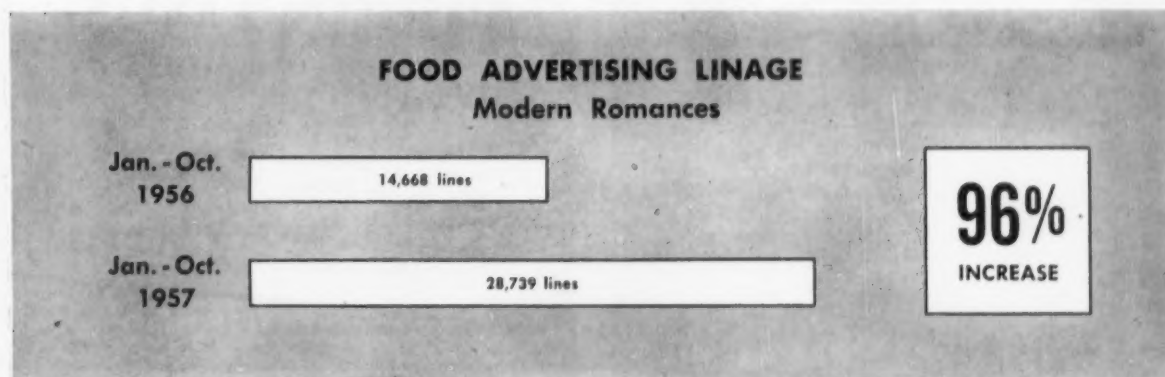
FOOD ADVERTISING LINAGE UP 96% in Modern Romances!

Food advertising linage is up 96% in Modern Romances for the first ten months of 1957!

More and more top food advertisers are finding in Modern Romances an economical and sure way to reach a rich market of young homemakers and young mothers who shop daily for their *big* and *getting-bigger* families. There is now in every 100 Modern Romances households 410 persons, according to the latest Starch figures.*

Starch indicates also that Modern Romances has the largest percent of married women between 18 and 34 years of age of any magazine, except Parents'. Its percent of married women between 18 and 24 (the big, baby-bearing age group) exceeds that of even Parents'.

So, if you'd like to sell this big audience of big food buyers — wire or call your nearest Modern Romances sales office today!



*Daniel Starch: Consumer Magazine Report, No. 52, June, 1957.

MODERN ROMANCES

The Romance-Service Magazine That Sells America's Youngest Married Woman Audience

DELL PUBLISHING CO., INC., 261 FIFTH AVENUE, NEW YORK 16, N. Y.

NOVEMBER 1, 1957

BBDO BULLETIN



Motion from the time of the caveman to the present is the subject of bright new television commercials for Timken Roller Bearing Company. Friendly little stick figures show how man has progressed from moving things the hard way to moving things the easy way—on Timken's roller bearings. Timken will show these commercials next on one of NBC's Project 20 series, "The innocent years," scheduled for Nov. 21. BBDO Cleveland.



Vertijet, Ryan Aeronautical Company's fabulous new aircraft, adds a new dimension to air power. Like a big bat, *Vertijet* takes off straight up on jet thrust, levels off into high-speed horizontal flight, then reverses the procedure for a zero-speed landing. BBDO Los Angeles brings this dramatic news to Ryan Aeronautical's military and industrial audience with two-color advertisements in both trade and national magazines.



High fashion is the keynote in American-Standard's exciting new approach to plumbing advertising. Each advertisement features the simplicity and high-fashion colors of American-Standard bathroom fixtures in a crisp, high-fashion presentation. Designed to stimulate interest in a "new look" for bathrooms, this campaign supplements another series showing American-Standard fixtures in decorator-designed bathrooms.

COLOR gloves are now as much a symbol of high fashion as the costume—placed many more gloves into the woman's wardrobe.

Newton J. B.

ATTENTION grape stompers

Who needs grapes? You'll stomp for pure joy when you see and drive the '58 De Soto at your De Soto dealer's Nov. 1. Remember the date for the '58! De Soto is coming nov. 1

consequently, expensive such a success because "a woman's gloves lost their standing when she is dressed in becoming colors from her fin-

Grape stompers, igloo architects and jungle thinners were a few of the offbeat occupations used in a "personals" series to tease the announcement date of the 1958 De Soto. For a full week before the new De Soto's debut, this fun-loving campaign appeared in newspapers across the country. Then, on November first, the car with "the exciting look and feel of the future" went on display. Public opinion: De Soto's great in '58!

BATTEN, BARTON, DURSTINE & OSBORN, INC., ADVERTISING

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO

EDITORIALS

Why Those Bottom-of-Page Strips?

Throughout this issue of *Sales Management*, you will find at the bottom of some of the pages such admonitions as "Don't be afraid to rock the boat! Ask for an even bigger order!"

Some of you, no doubt, will criticize *Sales Management* for calling attention so bluntly to the obligation which sales executives have for helping to maintain a healthy state of mind. For long we have had an "up" economy, and *Sales Management* believes it can be continued just so long as we don't—through words and timid action—pull ourselves down from it.

It is always possible for this nation to talk itself into a recession or a depression. Almost as great a crime would be for us to be so like Babbitt that we refuse to recognize possible danger signs.

An astute observer of the domestic marketing scene said the other day that he would like to reduce his own personal expenditures and, "I've decided to, but I can't reduce my *wants*."

That man put his finger on one of the key roles of marketing. It is to make the people of this country want goods and services more than they desire to save, or not to earn, extra money.

Probably, there are only a few people in this country who could not get along reasonably well on a much lower standard of living, but how many people really want to lower their standard of living? We have grown accustomed to so many things that not so long ago were considered optional purchases that our present prosperity is substantially dependent upon the continued sale of optional goods and services.

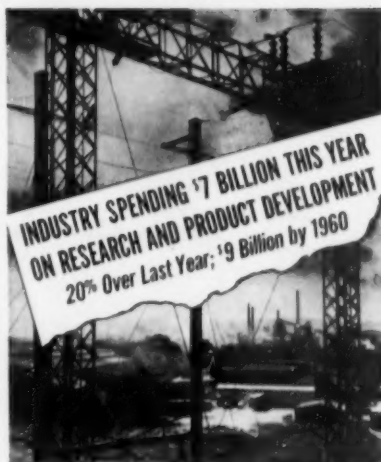
Too Much Titleitis?

If you have salesmen who shy away from prospects because they feel that their title as salesmen is insufficient, you might take a leaf from the book of Tom Harris, now director of marketing, Aero Commander, and former cargo sales manager, American Airlines, who simply says to his reluctant salesmen, "Come on, we're going to get in to see that prospect because our story will make sense." No calling cards, no titles, just a simple "Tom Harris, representing his company."

Amazingly, to the reluctant salesmen, Tom Harris has always been able to gain an interview, without the crutch of a calling card, or an impressive title, which often is only a pseudonym for salesmen.

Cost of Call You Didn't Make

When a salesman does not call regularly on his good accounts, he is likely to find that part of his business slips away. For example, an outstanding salesman who services this magazine has been laid up for several months. He has always provided excellent service, and, importantly, he has always been willing to come to see us to discuss specific problems. But in his absence, we, in looking back, realize that we have turned to other people for frequent discussion of problems, and we have diverted some of our business to his competitors. We are loyal to our suppliers, and we have been blessed by salesmen who give us excellent service. But, as a consumer, we find that we are no different from any other consumer; we have problems to be solved, and if one good salesman is not available to help us, we, out of necessity and convenience, turn to another salesman.



HOW RESEARCH IS CHANGING YOUR MARKETS

Something to Remember in '58 Schedule-making!

Product development, growing out of snow-balling industrial research, is creating new products and new markets for you faster and faster.



This speed-up increases the need of buyers for the product news reporting of Industrial Equipment News. And the more rapid changes in your markets resulting from all these new industrial products intensify your need as a seller for the all-industry saturation of IEN... because...

IEN automatically puts you in touch with all newly-developing markets while amplifying your coverage of all presently-existing markets. All this for \$165 to \$175 per month!

Details? Send for complete Data File including NEW IEN Plan and NEW NIAA Report.



PRODUCT INFORMATION HEADQUARTERS
Thomas Publishing Company

 ...Affiliated with Thomas Register
 ...461 Eighth Avenue, New York 1, N.Y.

THESE 75 COMPANIES HAVE INVESTED AN AVERAGE OF \$20,000 EACH IN 1957 TO

make it as easy as possible

for active buyers to find out what they want to know

about products they need. Fifty-seven of these companies
have been clients of Sweet's Catalog Service for 20 or more years.

ACORN WIRE & IRON WORKS
AIROLITE CO.
ALLEGHENY-LUDLUM STEEL CORP.
ALLIED CHEMICAL & DYE CORP.
ALLIS-CHALMERS MFG. CO.
ALUMINUM CO. OF AMERICA
AMERICAN FLAGPOLE
EQUIPMENT CO., INC.
AMERICAN MOTORS CORP.
AMERICAN RADIATOR & STANDARD
SANITARY CORP.
ANACONDA CO.
ARMCO STEEL CORP.
ARMSTRONG CORK CO.
BARBICK & WILCOX CO.
WILLIAM BAYLEY CO.
BRIGGS MFG. CO.

PHILIP CAREY MFG. CO.
CARRIER CORP.
CECO STEEL PRODUCTS CORP.
CUPPLES CO.
DIEHL MFG. CO.
DOW CHEMICAL CO.
E. I. du PONT de NEMOURS & CO.
EASTERN MACHINE PRODUCTS INC.
FLINTKOTE CO.
FLOCKHART FOUNDRY CO.
MICHAEL FLYNN MFG. CO.
GENERAL BRONZE CORP.
GENERAL ELECTRIC CO.
GENERAL MOTORS CORP.
GRANCO STEEL PRODUCTS CO.
GREAT LAKES STEEL CORP.

GRINWELL CORP.
E. F. HAUSERMAN CO.
HOHMANN & BARNARD INC.
I-T-E CIRCUIT BREAKER CO.
INLAND STEEL CO.
JOHNS-MANVILLE
KAISER ALUMINUM & CHEMICAL
CORP.
KAWNEER CO.
KINNEAR MFG. CO.
KOPPERS CO.
LIBBEY-OWENS-FORD GLASS CO.
JOHN E. LINGO & SON INC.
LUDMAN CORP.
R. C. MAHON CO.
MASONITE CORP.

MASTIC TILE CORP. OF AMERICA
MESKER BROTHERS
MILLS CO.
MUELLER BRASS CO.
MURRAY CORP. OF AMERICA
NATIONAL GYPSUM CO.
NEENAH FOUNDRY CO.
OVERHEAD DOOR CORP.
OWENS-CORNING FIBERGLAS CORP.
PEELLE CO.
PITTSBURGH PLATE GLASS CO.
REPUBLIC STEEL CORP.
REVERE COPPER & BRASS INC.
REYNOLDS METALS CO.
H. H. ROBERTSON CO.

RUBEROID CO.
RUST-OLEUM CORP.
ST. LOUIS FIRE DOOR CO.
SOUTHERN SASH SALES
& SUPPLY CO.
THE STANLEY WORKS
STEWART WARNER CORP.
THOMAS & BETTS CO.
UNITED STATES GYPSUM CO.
U. S. PLYWOOD
UNITED STATES STEEL CORP.
WESTINGHOUSE ELECTRIC CORP.
WHEELING CORRUGATING CO.
THE J. G. WILSON CORP.
WORTHINGTON CORP.



Sweet's Catalog Service division — F. W. Dodge Corporation
119 West 40th Street, New York 18

Sweet's catalog services include catalog design; catalog printing; the maintenance of pre-filed catalog collections, for continuing and instant accessibility, in carefully qualified offices throughout the building and industrial markets. In 1957 — a total of 53,954,000 catalog copies are being maintained by Sweet's for 1,740 companies, in more than 110,000 offices.



СПУТНИК, pronounced Spoot-nik, is Russian, as any child knows, for "fellow traveler," man's first earth satellite.

СПУТНИК, as almost every American ruefully recognizes, is the symbol for an astounding defeat for our nation, which readily boasts of (1) being first in making things work, and (2) creation of the most memorable, sought-after brand names.

Project Vanguard, America's clumsy name for its still to be launched satellite, lies discredited, but unburied, as a fitting American brand name.

The drawing above is of the projected American satellite. But when it is finally launched, will our children, and the peoples of the world, call it the "American Sputnik?"

You are the people who create the brand names that have influenced civilization. You expect our scientists to rise to the challenge. Who among you will be the one to bring forth the name for our satellite?

Why Hasn't It Been Done Before?

Many a small manufacturer has turned out a fine product for which there is a need, but he has seen his business founder, because he lacks the ability, the capital, and the management time to market his product.

Now to fill this gap in the marketing structure comes Ben Austin, who has stepped out of his big company role in Permacel Tape to organize Affiliated Manufacturers, Inc., to provide a national marketing service for small manufacturers.

Prospects have confided to Ben Austin that they welcome such a service because (1) so many small manufacturers do not provide reliable service, largely because they must necessarily be pre-occupied with purchasing, production, design, management, as well as sales; (2) they either provide far too much personal contact, or far too little; (3) big manufacturers who want to spread out their sources of supply simply find it too much bother to locate and deal with several small manufacturers.

There is a relationship between the independent food stores, for example, who band together to form a cooperative wholesaling unit, and the small manufacturers, who turn their entire marketing operations over to the kind of sales organization headed by Austin.

Excerpt from
Starch 51st Consumer
Magazine Report:

35% of all
Elks Magazine
households surveyed
spent more than \$500
for wearing apparel
during the past 12 months. This
is exceeded by only 4 of
the 54 magazines
appearing in the
report.

1,180,296 Elks
comprise a mass
market with class
incomes the median
of which is \$6,050.
The Starch 51st
Consumer Magazine
Report gives the
complete picture.
Just write or phone to
see a copy.

THE **Elks** MAGAZINE

New York Chicago
Portland, Ore. Los Angeles

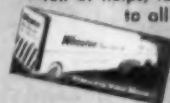
HIGHWAYS ARE SAFWAYS WITH WHEATON



Household goods, office equipment
and exhibits are safe in the hands
of the Wheaton organization.
Prompt, dependable long-distance
service from coast to coast.

FREE Moving Day Kit

—full of helps, labels, address cards,
to all personnel transfers.



Call your local
Wheaton Agent (500
Agents—all principal
cities) or write to:

Wheaton

Van Lines, Inc.

General Offices

Dept. 25, Indianapolis, Indiana

LONG DISTANCE MOVING

"the safest distance between two points"

Western affiliate:

LYON VAN LINES, Inc.

Los Angeles, California

... a new background for marketing decisions

LIFE's Survey of People, Products and Purchases Gives New Light on U. S. Markets

BECAUSE U. S. productivity per man-hour is up 44% since 1947 and has far outdistanced the 17% increase in population, top-level business executives recognize that the major economic problem is distribution.

As a result, management is putting greater emphasis on creating new markets and more efficient exploitation of markets that already exist.

To achieve this marketing efficiency, businessmen in all fields agree that more information—both quantitative and qualitative—is needed about America's consumer buying patterns.

A Study Tailored to Business Needs —Specifically to Marketing

LIFE has been uncovering precisely that kind of information in the largest expenditure-study ever undertaken by private business.

The scope and timeliness of this LIFE Study give it greater usefulness for more individual companies than any other study now available.

Cross-Section of the U. S.

The results of this LIFE Study, just released, are based on 93,000 completed interviews with consumers carefully selected to be representative of all U. S. households.

These consumers were asked about their purchases of scores of individual items . . . if they were bought, when they were bought, how many were bought, and how much was paid for them.

New Facts About America's Buying Patterns

LIFE's new Study shows how much United States households spend for food, clothing, shelter, household furnishings, medical and personal care, auto-

mobiles and recreation. These major categories are in turn subdivided into specific products.

For example, the Study not only shows the percentage of the dollar spent for food . . . but the percentage of the food dollar which is spent for specific products. It also describes the characteristics of the consumer who buys each product, giving a complete picture of the market.

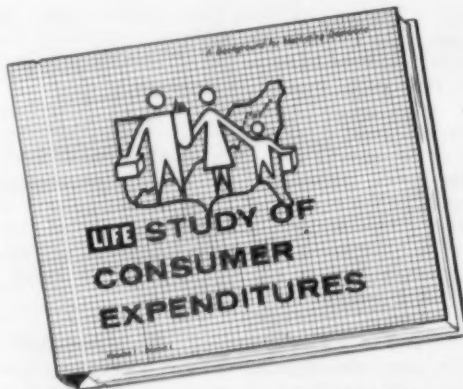
Household expenditures are described in terms of income, life cycle, geographic and marketing location . . . as well as by the education, age and occupation of the head of the household.

How Businessmen Can Use the Study

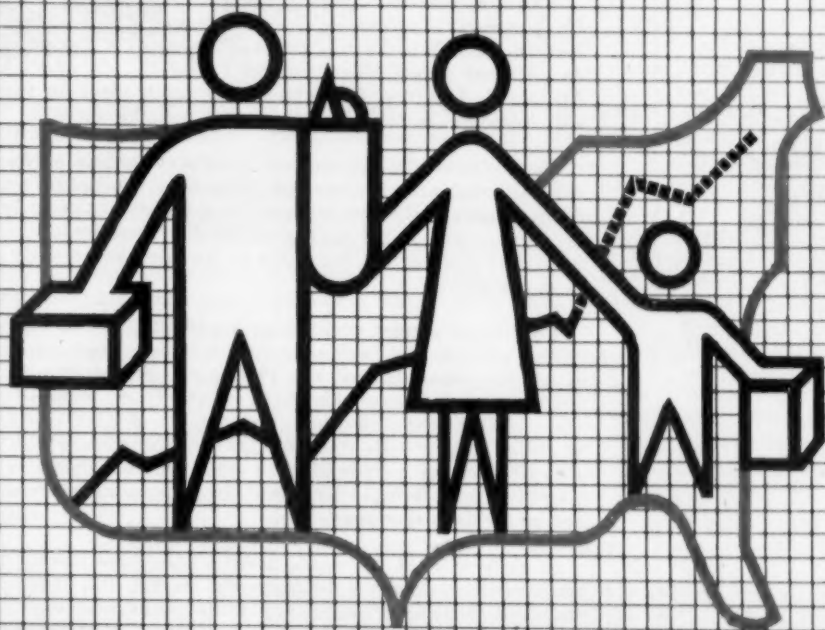
Thus, LIFE's Study reports to the businessman who spends how much on what. It helps him determine where his best prospects are . . . and what products are competing with his for consumer dollars.

Future volumes will relate consumer expenditures to retail place of purchase and to the timing of purchases not only by the month, but by week of the month and the day of the week. Volume I is priced at \$10 and is available by writing on your letterhead to:

**Market Research Department
LIFE, 9 Rockefeller Plaza, New York 20**



© Copyright 1957, by Time Inc.



LIFE STUDY OF CONSUMER EXPENDITURES

When the
"Signs" are right . .
**YOU
GET RESULTS!**



Sales results can be pretty exciting, too.. when you go prospecting for customers with signs by Texlite. That's when excellence tells.. both design excellence and product excellence. Whether your sales plan calls for 10 or 10,000 signs, whether porcelain enamel, plastic or combinations of material will be most practical.. you'll find that Quality signs by Texlite can bring you more customers, at less cost per customer, than any other sales tool you can use. Four hundred technically skilled, experienced craftsmen and the complete resources of a modern, 160,000 square foot plant are at your design and engineering service.



See how
others have
used signs
by **TEXLITE**
to gain sales
objectives . .

This 20-page, beautiful full-color booklet shows 101 signs built for some of the nation's most successfully sales-minded companies.

Request your free copy on company letterhead.



Builders of Quality Signs Since 1879

3309 MANOR WAY • DALLAS, TEXAS

Offices in Principal Cities

CORPORATE CLOSE-UP

Can Singer Sew Up Japan?



The 106-year-old Singer Manufacturing Co. pioneered in persuading Orientals to wear western dress. (Loose fitting saris and kimonos do not need strong Singer stitches.) Today, Milton C. Lightner, 67, president, is busily denying that Singer will introduce its own Japanese model into this country.

Singer divides the manufacture of its 800 machine models, 11,000 different needles, and numerous other lines among the world's industrial nations. By continually shifting the weight of its marketing to where it will do the most good, the firm cross-trades skillfully so as to deal itself out of bad times in one area and cash in on good times elsewhere.

To enhance foreign sales amounting to 58% of last year's \$363.8 million volume, Lightner's next move will be to start manufacturing in Mexico, Australia and the Philippines. Before World War II Singer controlled more than 65% of the U. S. home sewing machine market, then amounting to roughly 800,000 machines annually. Today it sells some 600,000 of the country's 1.5 to 1.8 million machines purchased each year. An additional 1,200,000 Singers—many foreign made and treadle-operated—are sold this side of the Iron Curtain.

As early as 1934 the firm's Scottish plant was making a zigzag fancy stitch machine for the European market. But American sales executives persuaded Lightner and his predecessor that it would never sell here. This miscalculation was magnified at the end of World War II when Singer terminated its production holiday on home machines and rushed to fill pent-up demand by retooling for its old prewar models.

In 1947 Italy's Necchi broke trail for a number of foreign makers who quickly sewed up no mean share of the U. S. market with fancy zigzag models. Necchi still sells some 60,000 machines here annually to Singer's 600,000. Lightner became president in 1949 but it took Singer until 1952 to import its own Scottish zigzag, and until 1954 to make one here. At \$339 up, these units now account for 25% of Singer's U. S. sales.

Since European models are usually displayed at overseas trade fairs a year before they reach the U. S., sales executives are inclined to feel that there is little excuse for Singer not keeping up in that area. But the firm's production men maintain that it takes more than a year to tool up, "even if Singer wanted to do such an improbable thing as copy."

A worse threat to Singer is presented by the 700,000-odd machines the U. S. imports annually from Japan. Without exception, Singer's American competitors have been undercut in price and forced out of manufacturing. All have converted to import houses.

Lightner's problems: (1) convincing America that differences in quality and service render Japan's popular \$39.95 models more expensive than Singer's \$99.90 up models, (2) calculating if and when to jump into importing the firm's own Japanese-made Singer now selling well abroad, (3) guessing how hard you can knock a line you may some day be selling—with improvements, of course. In current newspaper inserts—running sporadically in major markets as the situation requires—the company's ad men question the trade-in value and other features of Japanese models. But in their eagerness for business, Singer's own shops accept Japanese trade-ins—"and break them up."

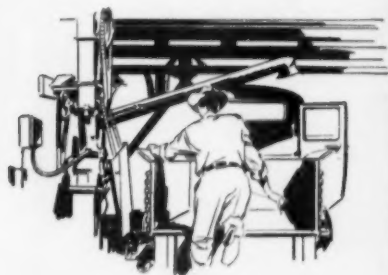


160 steers & One man

One hundred and sixty eight month-old range bred steers cost a farmer about \$20,000. In ten months, fed to a marketable 1,000 lb. weight, the steers would bring (at current prices) around \$40,000 gross—with a possible profit of \$8,000.

Such a beef herd will eat some 5000 bushels of corn, and 6000 bales of hay or equivalent forage, grown and harvested on the farm—thousands of tons to be moved, stored, and distributed as feed; and drink 800,000 gallons of water, which must be pumped, tanked, and piped to troughs. It requires shade in summer, shelter in winter, an occasional change of feed lots, clean barns, some medical treatment, and constant watchfulness.

Not long ago tending 160 steers was a full time job for four men; today it is a one man operation, carried on by many SUCCESSFUL FARMING subscribers. Their only helpers are



machines—conveyors, blowers, driers, trucks, tractors and machinery for field crops.

Regardless of prices, they make money by producing more and more economically; with better plans, better methods, and industrial techniques learned from SUCCESSFUL FARMING.

And to farm living, SF has contributed as much as to farm business. The publications of urban and suburban dwellers cannot meet the needs of farm families. The farm home houses

a larger family, must provide more meals, handle laundry and food supplies, be suited to weather and a primarily outdoors occupation. Thousands of farm homes have been built from SUCCESSFUL FARMING plans, have SF planned kitchens, room furnishings, work areas, and leisure facilities. The influence of SUCCESSFUL FARMING has been made manifest in a million farmsteads.

For fifty years SF has been helping its readers increase their incomes, save time and effort, and get more out of life—and earned a degree of confidence and respect that gets a better reception and better response for the advertising it carries. SUCCESSFUL FARMING sells better because it serves better.

And no medium offers a better market.

SF farm subscribers have had an average cash income, from farming, in excess of \$10,000 for several years. With its 1,300,000 selective circulation, SF represents a \$12 billion market annually—the equivalent of a new suburbia.



For more action from your advertising, and to balance national advertising schedules where general media have little impact...

SUCCESSFUL FARMING is an outstanding buy! Any SF office can give you the facts.

Meredith Publishing Company, Des Moines... offices in New York, Chicago, Philadelphia, Cleveland, Detroit, Atlanta, San Francisco, and Los Angeles.



68% plant expansion in twelve years!

Farms of Successful Farming subscribers

averaged 218 acres in 1945,

366 acres in 1957—increase 68%.

In the same period, SF farmers have spent more than \$1 billion in machinery, equipment, buildings and home improvements.

Their average cash farm income has exceeded \$10,000 for several years—indicates prime prospects for all consumer goods!

Because it helps them earn more, live better, no medium matches SF's influence with its 1,300,000 top US families.

For more sales—and better balanced national advertising—SF is today's best advertising buy! Cf. any SF office.

Successful Farming... Des Moines, New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles

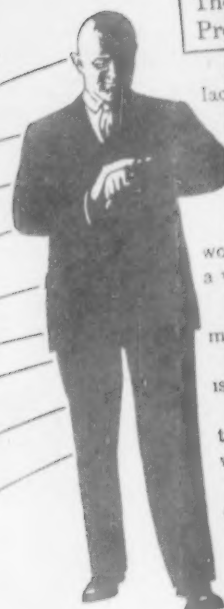
Still more proof of useful editorial...

in one week, 561 business firms
reprints of current Nation's

TOP MANAGERS' THREE BIGGEST PROBLEMS

New survey shows what worries company
men and what they are doing about it

prefers steak
buys 2 suits a year
tips shoe shine boy a dime,
hatcheck girl a quarter
is a dreamer, would like
to travel more for pleasure
owns two cars
doesn't live in his birthplace
would rather play bridge
than any other card game
would like to buy summer
home in country or boat
likes to play golf



Answers to this question
—respondents, Time

ACTION IN BUSINESS

results when you advertise in

The typical company president's three most pressing problems today are: (1) lack of time; (2) difficulty in finding and training competent executives; (3) dealing with people.

These are the problems stated by top management men themselves in the factual article "Top Managers' Three Biggest Problems" in September Nation's Business. It was based upon an 80-question survey of firms of all sizes in a wide variety of industries. Executives interviewed ranged in age from 30 to 77—in earnings from \$13,500 to \$400,000. Not only did the article present the three problems; it told what today's leaders are

doing about them. Result: 10,505 copies of this article were purchased in 3 weeks by business firms.

No other business magazine receives so many requests for copies of management articles issue after issue. Nation's Business is "all business" to its readers. It reports on their three greatest interests: national issues, business leadership, and government problems. They turn to it regularly for solutions to problems which they can put to service in their own businesses.

Nation's Business takes you direct to the men who have the authority to take the action. Its 776,490 circulation reaches the widest audience of businessmen. But

purchased 9336 Business articles

The Composite President

ks time

is 51 years old

rks 5 to 10 hours
week at home

akes \$68,000 a year

married, family-conscious

ravels from 2 to 8
weeks a year on business

owns his own home

ation came from 202 of the
the lack of it, the manage-
1 by 68 presidents. Problems

A few lucky presidents commented that they had no pressing problems, or at least could think of none.

Time

This is the number one problem facing chief executives in business and industry. (See "Make the Time You Need," *Nation's Business*, October, 1956.)

Most of the presidents who gave it that ranking in the AMA survey said simply that they lacked enough time to do the things that needed to be done. In some cases, however, answers were more explicit.

One man, for example, answered this way: "Finding time for the major tasks—when forced to devote so much time to minor but essential tasks which, being nonrepetitive and unclassifiable, are difficult to delegate."

Another said he lacked time for hearing subordinates, visiting plants, and attending meetings. Still another mentioned the insufficiency of time for handling correspondence and for necessary contacts.

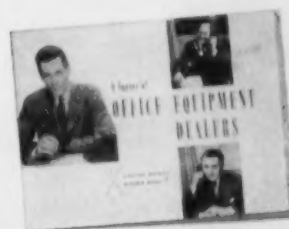
Other questions in the survey also point up the time squeeze. Most executives (251) indicate that they spend at least some time each month in community activities which have no direct bearing on their jobs. Almost as many (183) say that church work consumes part of each month—either through attendance at worship, fund-raising, in service on boards of trustees or in other ways, including instructing at Sunday School.

A number indicate that, although they want to help in community, cultural, religious and other activities—and do—they must draw the line somewhere or their work and family life begin to suffer.

The problem of the executive's family life is in itself essential to an analysis of the time pressures on him. The presidents surveyed by the AMA aver-

are from *Nation's Business*

SEND FOR THIS USEFUL MARKET DATA



A SURVEY OF 2000 OFFICE EQUIPMENT DEALERS

This study reports on the operation of office equipment dealers, their sales volume, their methods of selling, the brands they sell and other aspects of their business.



A SURVEY OF 3000 BANK PRESIDENTS

Explores the buying plans of commercial and savings banks and studies the business, community and social activities of their officials.



A SURVEY OF 2000 AUTOMOBILE DEALERS

Reports volume, methods of operation, and buying plans of dealers in cities throughout the country.

Nation's Business

711 THIRD AVE. AT 44TH ST., NEW YORK 17, N.Y.

most important, 550,000 copies go to presidents, owners and partners in manufacturing, banking, wholesaling, retailing, construction, transportation. You reach more of these top-level executives through *Nation's Business* than through the next two business magazines combined—and at a lower cost per 1000.

October is the 22nd consecutive issue in which *Nation's Business* has shown a lineage gain—17% gain the first 10 months of 1957. By getting more results this magazine of action is getting more advertisers!

Reprints of "Top Managers' Three Biggest Problems" available on request.



776,490 PAID CIRCULATION (A.B.C.) including 75,747 executives of business-members of the National Chamber of Commerce and 698,922 businessmen who have personal subscriptions.

QUALITY
PROTECTED WITH
REYNOLDS WRAP
ALUMINUM
PACKAGING

83.3%

Recognition



...and the Latest
Survey also proves
this Recognized
Seal Really
Sells!

It's a fact! 83% of the housewives contacted in a recent nation-wide survey knew the Reynolds Wrap Aluminum Packaging Seal on sight! And this survey—conducted by a leading independent research organization for Reynolds—showed that 9 out of 10 of these women could remember where they had seen the Seal before. But the most important fact was that 6 out of 10 definitely prefer products bearing the Reynolds Wrap Aluminum Packaging Seal. Asked "Why?", they replied: "For freshness", "The product is protected", "It's a guarantee of quality."

That is sales power...proven sales power! And it is being continually bolstered still further by network TV, national magazine advertising, indoor and outdoor spectaculars, in-store promotional displays and the endless parade of packages bearing the Seal. Consumer impressions to date total more than 13 billion!

Put this proven sales power to work for you! Call the nearest Reynolds Sales Office — all principal cities, or write **Reynolds Metals Company**, General Sales Office, Louisville 1, Kentucky.

Watch Reynolds all-family show, "Disneyland", ABC-TV Network.

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

HARD SELL VS. PRICE. The biggest marketing error of 1957 is embodied in those words. Companies comprising some of our major industries have tended to compete with each other on **price**, rather than seek to expand their markets and increase their sales with **real selling**. There have been a few notable exceptions. General Electric is one of these. It has increased its appliance sales in a declining market and not through wholesale price cuts.

Another example is Quaker State Metals, Lancaster, Pa. Here the situation was different. The metals industry was trying to solve its high wages and low profits problems by **raising** prices, rather than by selling more. Quaker State looked at the long-range danger in this for aluminum fabricators. It chose not to follow the price lead of steel. Instead, it set out to find new customers.

The last four months of 1956 showed sales losses for this firm, reflecting a depressed home-building market. And, while this market didn't improve significantly until August, Quaker State's hard-sell campaign pushed sales up 17% in the first quarter, 37% in the second quarter. A large number of the new accounts its enterprising salesmen captured are new converts to aluminum.

It's axiomatic in sales that while price cuts or price increases may effect a temporary cure for sick profits, there's nothing that assures permanent business health more than a good dose of hard-sell.

POWER OF WOMEN is over-estimated, charges "True" magazine in a new ad campaign based on series of Starch studies. It is the **man**, not the woman, says the publication, who makes the brand selection on many of the most widely advertised consumer products. Statements to the contrary, declares Fawcett Publications' Jim Boynton, "mislead honest business men with products to sell, mislead honest advertising men trying to sell them."

"True, the Man's Magazine," with an audience of two million-plus, expects its charge to have an explosive effect in the sales and advertising world. It will pull no punches in its blast against "subversive female propaganda that the woman does all the buying in America."

The survey by Daniel Starch and Associates consisted of depth interviews with husbands and wives on the roles played by each in the purchase of 12 items: business shirts, life insurance, beer, automobiles, liquor, tires, shaving cream, outboard motors, air conditioners, air travel, portable TV sets, electric shavers. The interviews were conducted with the husbands and wives separately.

Starch's finding, according to "True": "With all the products it was found that, while the wife may have done much of the actual purchasing and in some instances exerted influence in color, styling, etc., **it was the man in the majority of cases who made the final selection of brand.**"

We will be watching to see if the women's magazines allow "True" to go unchallenged in its "heresy."

PRICE FAVORITISM—when used in "good faith" to keep one's customers in face of price cuts by competitors—is very likely to remain lawful. The bill, S. 11, which would outlaw this defense against Robinson-Patman charges by the Federal Trade Commission, is not expected to pass.

In the summer of 1956, the opposite forecast seemed all but certain. S. 11 had passed in the House by an overwhelming majority. On the last day of the session, it failed by a vote of one to clear a Senate subcommittee. If it had reached the floor, a large majority would have favored it. Enactment in the 1957 session was taken for granted. There were more Senate hearings, but

Significant Trends (continued)

somehow nothing happened. The bill was almost forgotten.

Of course, something had changed since the 1956 summer. What it was is fairly clear—some of the sponsors of the bill had changed their minds. This is one of the things that can't be inferred from the record of hearings, but which interested Congressmen, Senators and lobbyists all know.

Dealers in textile products, for example, had first favored the bill and later hesitated. They want their suppliers to be free to cut prices to them in order to meet Japanese competition. Gas station operators had fought hard for a protection against price wars, then reconsidered. Price wars come and go. There were other benefits to price freedom, they found.

Grocery retailers remain solid supporters of S. 11. Lobbyists know that to pass a bill one needs allies. When allies desert, the chance of enactment quickly fades.

INDEX TO PROSPERITY. A reliable, though unofficial, business indicator is the volume of classified advertising run in newspapers. When times are good, so the theory goes, help wanted ads, real estate offerings, used car bargains swell the classified pages of the average daily. When the number of want ads increases, it would follow, the economy is on the way up. We were, therefore, interested to learn that the "Houston Chronicle" passed the million classified ad mark early in September, a week ahead of the date it recorded the same achievement last year. The "Chronicle" expects to run close to 1½ million classified advertisements before year-end. **Incidental info:** 14 newspapers in the nation reached the million-ad figure in 1956.

HALF-YEAR SALES TRENDS. Sales of all manufacturing corporations in the first six months of 1957 amounted to \$160.6 billion, an increase of 6% over the same period of last year. The figure is from the joint report of the Securities and Exchange Commission and the Federal Trade Commission.

Of the 23 major groups contained in the report, 17 recorded an increase in sales, 4 had declines and 2 were unchanged. The industries experiencing a decline were non-ferrous metals, lumber, furniture and fixtures, stone, clay and glass. The last three of these can attribute at least part of their decline to the trend in residential construction which, as of June 30, was below the high level of last year.

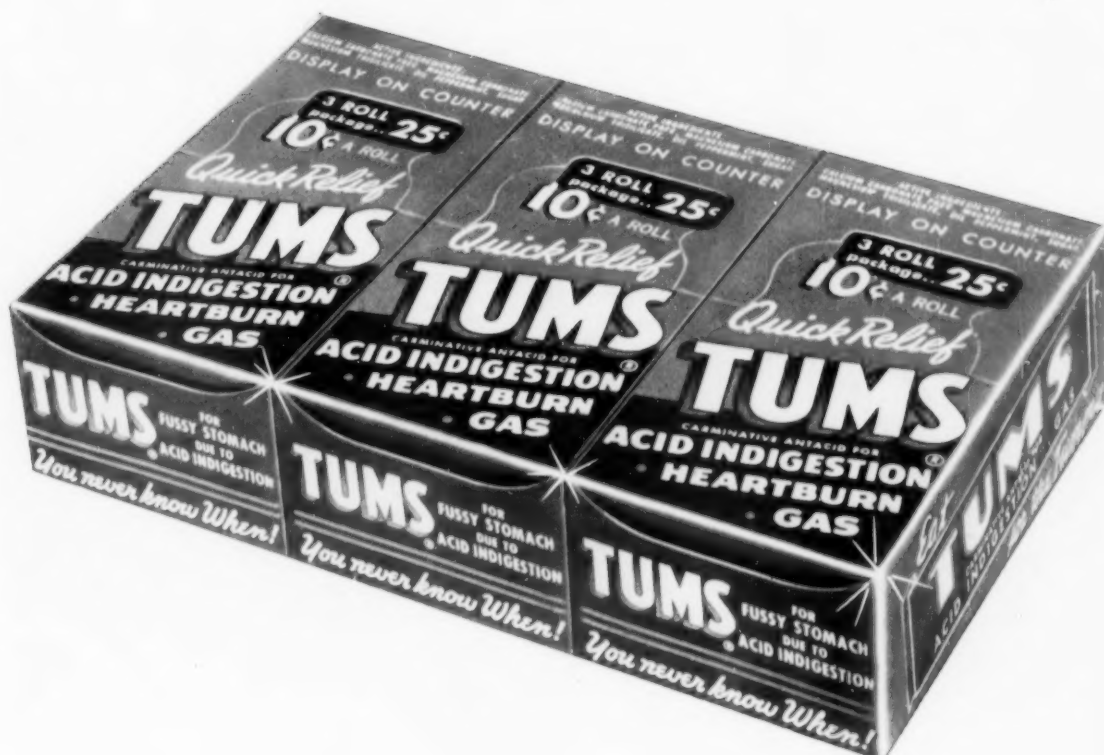
Industry groups showing the largest gains in sales (10% or more) included electrical machinery, motor vehicles, other transportation equipment, instruments, and petroleum refining.

After-tax profits were up for 9 groups, down for 11, and unchanged for 3. Higher costs and expenses were given as principal reasons for the decline in profit margins.

Interesting, if not Significant

Major brands of gasoline are all alike to 76% of motorists, according to a Du Pont study. Yet, 72% aim to buy just one brand. . . . Start of a trend? Chicago shopping center forsakes morning shoppers, caters to evening crowd. **New hours** are 12:30 p.m. until 9:30 p.m., except for Saturday. . . . The nation's **sweet tooth helped** food chain sales of candy and gum reach 13% above last year for a total of \$400 million. Chewing gum increased its share of market 1%; lollipops and marshmallows showed a share-of-market increase of ½% each.

. . . More than \$1 billion worth of **household electric fans** are in the warehouses of dealers owing to the generally cool summer. . . . The ivy can twine on **your TV antenna**, if you use a new Ground-Master. It is installed in the ground, looks and acts like an attractive aluminum trellis, measures 36 inches wide by 72 inches high. The chimney will regain supremacy of the rooftop, hopes the maker, Trio Manufacturing Co., Griggsville, Ill. . . . For those cool nights! Macy's is offering a twin-size **mink blanket** for sale. Price: \$4,000, plus federal tax, of course. . . . Speaking of taxes, federal, state and local governments spent \$10 million of taxpayer **money every hour** of last year. . . . The **number of firms** in business totaled 4.3 million at the end of 1956, 650,000 more than in 1946.



got a
PAINFUL PACKAGING PROBLEM?
 ...take a tip from TUMS!

Tums arrive at the dealer's in three-carton dispensers, containing 36 rolls in all.

For a while there was a problem—how to give good product visibility, and—at the same time guard against package breakage during shipment and handling. A transparent film overwrap was the logical answer, but ordinary films tended to split and break during the trip from factory to warehouse, to distributor, to dealer.

The answer was discovered in the sheer strength of VITAFILM—a unique packaging film created by Goodyear. Possessing excellent clarity, it provided a clean, tight overwrap for Tums in bulk—so tough, there were no broken packages.

Two bonus dividends discovered by Lewis Howe Co., makers of Tums: the excellent workability of VITAFILM on high-speed automatic packaging equipment, and its surprisingly low cost (lower today than ever—in some cases less than ordinary films).

Why not check and see what VITAFILM can do to enhance the trips your products take to market—and the appeal it gives them when they get there! Write: Goodyear, Packaging Films Dept. K-6434, Akron 16, Ohio.

TUMS—T. M. Lewis Howe Co., Rt. Lenox, Mo.

Watch "The Goodyear Theater" on TV — every other Monday 9:30 P.M., E.S.T.

Vitafilm

The finest in sheer protection



Vitafilm, a Polyvinyl chloride — T. M. The Goodyear Tire & Rubber Company, Akron, Ohio

There's nothing so powerful as an idea!



Ideas are BH&G's stock in trade. The practical, you-can-do-it sort of ideas that concern families who are eager for ways to live better. Maybe it's a wonderful dinner party menu with recipes clipped from BH&G's food pages. Or how to make room for a new Hi-Fi set. Or training Rover, the pup, to stay out of the road. Or planning a family vacation by car next summer. BH&G's readers really "live by the book" at home or away



from home. And "the book" is Better Homes & Gardens, the family idea magazine. The ideas in Better Homes & Gardens are the kind that set Mother and Dad and the kids to *buying* instead of just wishing. That's what makes BH&G unique among all other major media, and a wonderful place for advertisers to show their wares. Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans

$\frac{1}{3}$ of America reads **BH&G** the family idea magazine
4,350,000 COPIES MONTHLY

9 months advertising report:



Newsweek _____ **2,471*** Pages

Time _____ **2,458** Pages

**U.S. News &
World Report** _____ **2,305** Pages

Source: Publishers' Information Bureau

* Not including 31 pages additional run in
NEWSWEEK's Western Area Advertising Unit

Reasons . . .

Newsweek... *the magazine*

Leader.. pace-setter in the



***EDITORIAL
LEADERSHIP***



***ADVERTISING SERVICE
LEADERSHIP***



***READERSHIP
LEADERSHIP***

Great buy in '57... an even greater

for com·mu'ni·ca'tive people

vital newsweekly field

1

NEWSWEEK long has been the forefront pioneer in providing the world's most wanted commodity—enlightenment on the news.

One recent example of this is the NEWSWEEK-sponsored *Continuing Study of Capital Appropriations*. Conducted by the National Industrial Conference Board among the 1,000 leading manufacturing companies and reported each quarter in NEWSWEEK, this study tracks the trend in the bellwether area of the economy. It has been hailed as a significant new aid to economists, the financial community, stockbrokers, to companies estimating their sales potential in the business and industrial market.

2

NEWSWEEK has always led the field in service to the advertising business. A good recent example is the *Fast-Break Page*, a unique service permitting advertisers to place a last-minute news message in the hands of a national audience only five days after its emergence from the typewriter.

Another is NEWSWEEK's *Western Area Advertising Unit*, which enables advertisers to single out, most economically, NEWSWEEK's top-drawer circulation in 11 western states, Alaska, British Columbia, Northwest Territory, Yukon Territory and Hawaii.

3

NEWSWEEK's steady rise to its 1,150,000 base for 1958 has been accompanied by actual refinement of its already imposing circulation quality.

94.9% of the NEWSWEEK circulation, for instance, is among people in business, industry, government and the professions; 75.4% are major executives.

And they are *communicative*. A leading research authority* reveals that, on the basis of total circulation volume, NEWSWEEK leads all magazines in the extent to which its contents are talked about by readers.

*Source of data: "Magazine Reading Trends"—copyrighted quarterly magazine report of Bindings & Company, Inc., nationwide business analysts, Ridley Park, Pa.

buy for '58





\$31,000 in out-of-town telephone orders in just 45 days!

Between visits by its five salesmen, Central Woodwork, Inc., Memphis, Tennessee, invites its 566 dealers to telephone their orders collect.

They do. And how! In 45 days, dealers called in orders amounting to \$31,000. Calls cost \$132.

Each dollar spent in telephone calls brought in \$234 in sales—a sales cost of less than one-half of one per cent.

Are *your* customers telephoning *you* collect?

BELL TELEPHONE SYSTEM

Call by Number. It's Twice as Fast.



LONG DISTANCE RATES ARE LOW

Daytime Station-to-Station Calls

For example:

	First 3 Minutes	Each Added Minute
Memphis to St. Louis	85¢	25¢
Milwaukee to Detroit	90¢	25¢
Pittsburgh to Syracuse	95¢	25¢
Cleveland to Atlanta	\$1.30	35¢
Chicago to Denver	\$1.60	45¢

Add 10% Federal Excise Tax

LETTERS TO THE EDITORS

oranges of a different color?

EDITOR, SALES MANAGEMENT:

On p. 7 of your Sept. 6 issue you had an editorial entitled, "Comparing Oranges with Oranges."

You quote from the *Detroit Free Press* Report: "You can't compare TV time to newspaper space—just as you can't add apples and oranges—but you can compare to see how far your money goes." You explain how an advertising agency totaled the rates for the average minutes of the average day for all nine TV stations and compared this total rate with four two-column by 8-inch ads in the *Free Press* for about the same expenditure. The potential audience for the TV spots was listed as 302,245. . . .

You may call this comparing oranges with oranges, but it just "ain't" so. You are comparing circulation of a newspaper with actual delivered audience on a TV station. . . .

It has been quite some time since I have seen a Continuing Study of Newspaper Readership Report, but I imagine the readership for black and white ads of this size in a normal metropolitan daily would probably be about 7 to 8% on a noted basis. Were this to be true, the newspaper would then be delivering about 110,000 as against TV's 302,245. . . .

It seems to me that the fundamental differences between newspaper and TV or radio advertising lie in types of approach, the problem to be solved, how important visual motion is to the product. It will never be answered by some formula which attempts to equate "potentials," "number of viewers and/or readers per dollar spent," . . . because there is no way of telling the effectiveness of the presentation in each media.

If such comparisons are to be made, like must be compared with like. Actual people viewing TV commercials cannot be compared with total circulation of newspapers any more than total circulation of TV stations can be compared with actual readership of ads.

P. Scott McLean

General Sales Manager, Station
WLW (Cincinnati)
Crosley Broadcasting Corp.
New York, N. Y.

we're pleased, too

EDITOR, SALES MANAGEMENT:

May I compliment you on your Oct. 4 issue?

I think it is the finest SALES MANAGEMENT you've published and your new decor is quite outstanding.

Keep up the good work!

Marion McAvoy

Editor

Current Business News Digest
This Week Magazine
New York, N. Y.

"railroads could be pardoned"

EDITOR, SALES MANAGEMENT:

In the past I have been an enthusiastic advocate of railroads spending more money for passenger advertising—but times change. However, even when I was most enthusiastic about spending additional sums, I was not able to agree with Larry Hughes' conclusions. I think his statements in this article ["Are the Railroads Being Wrecked by 'Saved' Advertising Dollars?," SALES MANAGEMENT, Oct. 4, p. 68] are a bit misleading, and I can't agree with his thinking.

He says that the Chesapeake & Ohio, when it was under Mr. Young, was spending \$1 million in advertising and that this was one-seventh of what all the railroads spent. At that time the Santa Fe and Union Pacific were each spending around \$2½ million a year in advertising and we were spending \$1½ million, so I think the \$7 million for all roads was a trifle on the low side.

Last year we spent about \$1½ million on advertising and our total passenger revenue, the revenue most susceptible to advertising stimulation, was \$36,916,840. This relationship between revenues and advertising expenditures does not reflect badly on So. Pacific.

However, one of the places where Larry and I part company is his inclination to refer to advertising expenditures in connection with total revenues of the railroads. Freight revenue is not very susceptible to advertising stimulation. While you can create passenger travel by advertising, you can't create a pound of freight.

(continued on page 27)

NAME OUR

CHANNEL 12

Clarksburg, W. Va.

WBOY AND WIN



- A fabulous week for 2 at THE GREENBRIER White Sulphur Springs, W. Va.
- ELECTRIC-EYE MOVIE CAMERA By Bell and Howell
- POLAROID LAND CAMERA
- 12 other wonderful prizes

USE THIS INFORMATION TO
help you name the symbol of Clarksburg's new high-power TV station

- Covers the virgin market of Central W. Va. (Clarksburg — Fairmont — Morgantown)
- Rich in coal, oil and gas
- Untouched to date by a direct TV signal
- Captive audience—666,315 population
- Buying income \$1,119,746,000
- \$200/hr. AA network time: \$250 national spot.

Contest open to all readers of this magazine. Ends January 5, 1958. FY2

MAIL YOUR ENTRY TODAY TO

WBOY-TV

CHANNEL 12

Exclusive in Clarksburg, W. Va.



INTERCONNECTED



George Clinton, Gen'l Mgr. • Rep. by Avery-Knodel



A Member of The Friendly Group

I suggest the following name:

Name _____

Company _____

Address _____

How to hear what your company is saying

Every company—by the mere fact of its existence—has a voice. It speaks through products, through salesmen, and most of all through advertising. The voice may not be clear or pleasing, but it speaks.

What is your company saying? What do people think of what they hear? Do you *know*?

It is important that you do know. The impression you make today largely determines your future sales, labor and community relations, availability and cost of capital for expansion—your very future itself. And that impression may be far different from what you think it is.

Is your company speaking to the right people? Maybe it's saying the wrong things, or the right things in the wrong way. Maybe it's not saying anything, really, except words. Until you *know* what your company is saying—and what people think of what they hear—you're largely shooting your advertising dollars into the dark.

It is not difficult to hear what your company is saying, through the ears of the listeners. There are tried and proved techniques for measuring recognition, acceptance, and opinion. The mechanics are easy and need not be expensive—not nearly as costly as advertising that isn't getting through.

We think it is important to use these "corporate hearing aids," important to almost any advertiser in almost any field. We encourage our clients to use them because they provide one of the two essentials in planning an effective marketing program.

The first essential is, of course, objectives. Where do you want to go? The second is: Where are you *now*? What do people—customers, prospects, dealers, dis-



tributors, shareholders, employees—what do they think of you *today*?

Only when you have charted those two points can you effectively direct advertising in a straight line between them, from where you are now to where you want to go. We can illustrate a number of instances—some of them quite impressive—where the simple act of listening to themselves through customers' ears helped our clients speak with golden tongues.

Marsteller, Rickard, Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • PITTSBURGH • CHICAGO • HOUSTON
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

SALES MANAGEMENT

LETTERS

We are doing a lot of institutional advertising . . . hoping it will impress shippers. However, from the last figures I had, about 95% of our freight revenue is provided by 5% of our shippers, and to argue that the railroads should spend millions of dollars to reach a small group of people to influence freight shipments doesn't seem to me to be sound advertising procedure.

Also, in discussing railroad advertising it seems to me some consideration should be given the fact that the passenger business is unprofitable, and there is a little difference between advertising a commodity which returns a profit and one which is sold at a loss. This year or next year, when there is somewhat of a slump and the railroad industry is facing great difficulties with greatly increased cost, somewhat reduced revenues and inadequate rates, I think the railroads could be pardoned if they saved a little money from advertising funds.

F. Q. Tredway

Assistant to Vice-President
Southern Pacific Co.
San Francisco, Calif.

the wrong "first"

EDITOR, SALES MANAGEMENT:

I read with interest the comments on the new *U.S. News & World Report* study entitled, "How Business Buys," which appeared in your Sept. 20 issue. [p. 136]

I have enclosed a report of a study conducted by *Newsweek* in the Fall of 1954, "Selling the Industrial Market Today," which, it would appear, covered an area of investigation quite similar to that covered in the *U.S. News* project.

The reason for sending you this report is not to show that *Newsweek* has pioneered this type of study, but to point out that the *U.S. News* study is not "the first ambitious project of its kind that contains no media data—none at all!" I think a close examination of the *Newsweek* study will show that it was, indeed, the first study of this type to contain no media promotion. It was rather designed and published purely as a service to those interested in the subject of industrial marketing.

Andrew J. Cullen

Director of Research
Newsweek
New York, N. Y.

NOVEMBER 1, 1957



MOVING TIPS FOR SALES MANAGERS:

Mayflower Master Movers Bring Peace of Mind to Transferring Families

Any job can be done better, quicker, more efficiently by men who are carefully trained. That's the way it is with long-distance moving, too. And that's why Mayflower Service is easier for your personnel transfers and safer for their furniture. Mayflower movers are "Masters of Moving," graduates of the world's first and finest Movers' School. There they are taught by experts, and learn-by-doing the safest methods of handling furniture and breakables . . . everything it takes to assure delivery in the same condition the goods were received! This kind of service lets key men of yours concentrate on their work in their new location, undistracted by moving problems. So call Mayflower next time! You'll get trained, careful men using the finest materials and equipment.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



America's finest long-distance moving service

IN THIS



Testing—Inspection—Research... Without exception, each step in these technical and scientific operations in the giant metal industry is governed by ME Factors—by an engineering knowledge of metals. Without exception, each segment of the giant metal industry plans extensive expansion in research and development, in testing and metallurgical controls. The market for technical and scientific equipment, for instrumentation, is big today, will be bigger tomorrow. Metals engineers and metallurgists look to their American Society for Metals, and to their magazine, *Metal Progress*, to keep abreast of this booming engineering progress. They receive 100 million pages of engineering information annually. They will tell you it is their best buy. They tell us by a renewal rate of 90% each year.



The Production of Metals... In the steel mill, the smelter, the large forge shop, technical management has increased sharply since 1940, is only now on the verge of further tremendous expansion of influence. Metals engineers have the knowledge to put the muscle in the metal. They control and determine melting, heating, and forming operations through the constant use of ME Factors. *Metal Progress* is the only magazine to attract and deliver the men in the mill whose primary interest and influence is on the metal.

MIGHTY WORLD OF METALS

ME Factors

mean everything!

An atom can't be split in a plastic bag. To harness the mighty muscles of the most devastating force known to man, it takes the strongest, most versatile material known to man...metal. The savage, relentless fury of the atom is being pacified, calmed, domesticated, and directed to the benefit of mankind—by metal.

Strict adherence to ME Factors was essential to the creation of nuclear power. *Metals Engineering Factors...ME Factors...* governed each advance in production, processing, fabrication, testing and design application of metals for nuclear installations. ME Factors are transforming an atom into a mighty industry.

Today, the Metals Engineers and the Metallurgists...*the experts who know ME Factors*...are bound together through membership in the American Society for Metals and through readership of Metal Progress...their Society's brilliantly-edited, Eastman-researched monthly magazine of metals engineering. More than 28,000 metals engineers eagerly seek the benefits of over 100 million pages of engineering information published annually by ASM...vital information, essential to the use and application of ME Factors.

If you sell the metal industry, which now includes nuclear applications, the success of your products may be determined by ME Factors. Do you know these factors? Are you familiar with them? Why not check them over with an ASM staff engineer...he will be happy to provide an ME Factor Chart that applies to your products. Phone or write your ASM district manager listed below for this free service.

TYPICAL PRODUCTS INFLUENCED BY ME FACTORS

Purchase and use of products such as these depend upon knowledge of ME Factors...*Metals Engineering Factors*. Only *Metal Progress* and the American Society for Metals concentrate on engineering information involving metals. Because *Metal Progress* is the one metals engineering magazine, it is basic to your business of selling the metal industry.

Steels (Plain and Alloy)

Stainless Steels
Tool Steels
High Temperature Alloys
Light Metals and Alloys
Heavy Nonferrous Metals and Alloys
Mill Equipment
Ferro Alloys
Refineries
Melting Furnaces
Die Casting Machines
Forging Equipment
Foundry Equipment and Processes

Castings

Powder Metals and Parts
Precision Castings
Stampings
Weldments
Tubing and Other Mill Shapes
Forgings
Extrusions
Tool Steels and Tool Materials
Cut-Off Equipment
Presses and Brakes
Machine Tools
Coolants and Lubricants

Furnaces and Parts

Induction Heaters
Special Heating Equipment
Quenching Fluids, Equipment
Atmosphere Preparation
Tells
Supplies
Pyrometers
Indicators and Recorders
Gas Samplers and Analyzers
Automatic Flow and Pressure Controls
Gas Welding and Cutting
Electrical Processes

Brazing and Soldering

Fasteners
Degreasing Equipment
Electroplating Equipment
Finishes
Rust Preventatives
Buffers and Polishers
Equipment for Purification of Solutions
Mechanical Testing Equipment
Microscopes and Attachments
Hardness Testers
Nondestructive Testing Equipment
Gages and Comparators

CLEVELAND 3: W. J. Hilly, District Manager • 7301 Euclid Ave. • UTah 1-0200

CHICAGO 4: Victor D. Spatola, District Manager • 53 West Jackson Blvd. • WAbash 2-7822

DETROIT 21: Don J. Walter, District Manager • 20050 Livernois St. • UUniversity 4-3861

NEW YORK 17: John B. Verrier, Jr., Regional Manager • Fred Stanley, District Manager • 342 Madison Ave. • OXford 7-2667

METAL PROGRESS



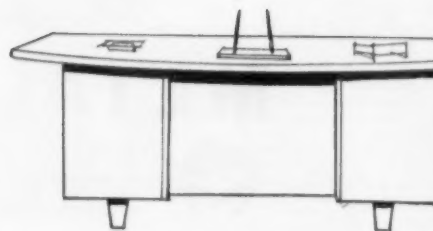
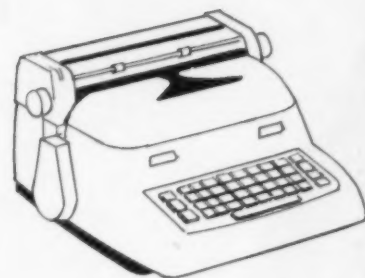
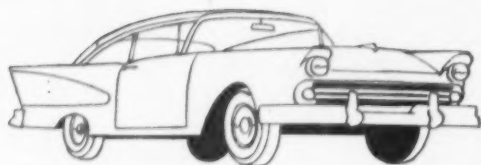
"The Magazine of Metals Engineering"

Published by the American Society for Metals
7301 EUCLID AVENUE • CLEVELAND 3, OHIO

NOVEMBER 1, 1957

29

If you sell anything for the insurance



SALES MANAGEMENT

business...you can sell better in
.....

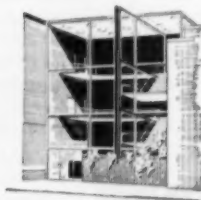
THE SPECTATOR

...the most frequently quoted insurance paper. Issued monthly, this publication, with a circulation of more than 16,000, reaches men at the management level both in the field and home offices of the nation's leading insurance companies of every type—fire, life, casualty, accident and health. Readers report that they use The Spectator as a reference piece and keep it on desks or in files, where it can be consulted frequently and easily. Recent surveys indicate that it covers 90% of all insurance offices having eight or more employees—a huge market for office furniture, equipment and supplies of every kind. Annual expenditures for such items by life and property companies alone are estimated to top \$106,000,000.



• • •

The Spectator is published by Chilton Company, one of the most diversified publishers of trade and industrial magazines in the country—a company with the resources and experience needed to make each of 15 publications outstanding in its field. In keeping with Chilton policy, the staff of The Spectator devotes full time to the field the publication covers, striving for editorial excellence and strict quality control of circulation. In achieving both objectives, it has earned the confidence of readers and advertisers alike.



Chilton

COMPANY

Chestnut and 56th Streets • Philadelphia 32, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • The Iron Age • Hardware Age Spectator • Automotive Industries • Boot and Shoe Recorder • Commercial Car Journal Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Motor Age • Gas Optical Journal & Review of Optometry • Hardware World • Distribution Age • Book Division

Here's an "informative label" to help industrial advertisers spot MILL & FACTORY's unique values offered by no other publication

"MILL & FACTORY...serving Production and Maintenance Engineering"

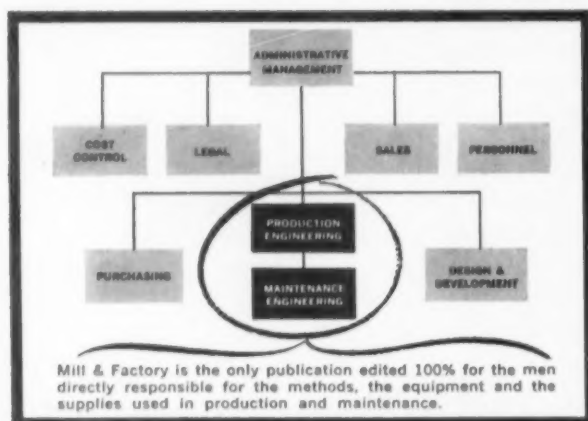
Every successful advertising medium is one that has carved out a special niche for itself; that has elements that differ from every other medium. The advertiser's job is to identify those differences and determine whether or not they offer exclusive advantages that will help him market his particular product. This label identifies MILL & FACTORY as serving Production and Maintenance Engineering, and best describes this important group which is served exclusively by *no other publication*.

The word "engineering" describes the editorial scope of MILL & FACTORY and pinpoints the fact that its circulation is made up of engineering men in production and maintenance. These men are *not* the top operating *management* in their companies but are directly responsible for solving the engineering problems in both production and maintenance.

How we know who these men are

The industrial distributors' salesmen, who build and maintain MILL & FACTORY's circulation, limit its readers to the men in each worthwhile plant whom they have to see to sell. They have no interest whatever in anyone else. They are *not* interested in operating management who are concerned primarily with management *policy* — administrative and financial problems, pension plans, insurance, plant locations, over-all operating considerations, etc. The products sold by these distributors are used almost exclusively in production and/or maintenance... the machines, tools, materials-handling equipment, electrical power and transmission equipment, lubricants, steam specialties, etc., that are used in production or maintenance or both.

The readers of MILL & FACTORY... the men the distributors' sales engineers see to sell... are the men concerned with production and maintenance engineering right out in the plant... the men who see that the work gets done; the men responsible for improved methods and the adoption of cost-saving machines and equipment. MILL & FACTORY is deliberately designed to help these men solve their immediate engineering problems — of reducing costs in production and maintenance with practical, tested working methods.



See for yourself

To get a first-hand picture of just who these men are and what they buy and how they're sold, we urge you to pick up a current issue of MILL & FACTORY which describes case studies of actual sales of products by distributors' salesmen. Each case tells why the product was bought and, in most cases, who the man was who was seen by the distributor's salesman and persuaded to specify the product. A few minutes with this issue and you'll be able to visualize the type of men you reach through MILL & FACTORY... you'll feel better acquainted with the men engaged in production and maintenance engineering who specify and buy the products used in those departments.

You'll see why MILL & FACTORY is the only publication devoted exclusively to this important buying group and provides this unique opportunity for industrial marketers.



Mill & Factory

A Conover-Mast Publication **NBP DPA**
205 East 42nd Street, New York 17, New York

Serving production and maintenance engineering — the men, regardless of title, industrial salesmen must see to sell.

SALES MANAGEMENT

What's Happening to Color Trends?

Few questions are more important for thousands of manufacturers, because millions ride on the decisions on colors for forthcoming lines. Highlights of present color trends:

- The rage for pink has passed its peak.
- There's a marked upswing in metallic colors.
- The mass market is "settling down" in its color tastes.
- Light gray-greens and light browns are rising, along with the off-whites.
- Grayed tones are replacing the cleaner pastels.

By **RANDELL COOK**
Advertising Manager, The California Ink Co., Inc.



Until recently, the annual problem of color selection in the paint and home furnishings fields has been a national merry-go-round. Paint manufacturers, eager to come out with colors that home owners would buy, cautiously queried the wallpaper men on what they were going to be featuring next season. The wallpaper people simultaneously were asking the fabric manufacturers who, in turn, were asking magazine editors. The editors were surveying interior decorators and the paint industry for the desired

information. You have the picture: color-conscious industry representatives standing in a circle looking over one another's shoulders to try to find out what colors consumers were likely to buy next season.

The plight of the manufacturers seeking dependable data on which to base color choices for their products is serious. Some may look nostalgically back to the time of decent black sedans, of antiseptic white cook-stoves, of simple, basic color ranges when green was green, blue blue, and we weren't being titillated by shocking pinks and mysterious-sounding tints like "Apache" or "Meringue." But as color enters more and more areas of daily living and consumers become more exacting and sophisticated, both sales executives and production people realize that there are incalculable opportunities if the problems can be overcome.

If you make typewriters there may be little or nothing you can come up with in terms of design. But dealer and consumer excitement can be aroused with the introduction of the standard item in a dress of new colors. Or, take the no longer experimental marketing of telephones in color. We have it on sound authority that the addition of color to the not particularly decorative telephone has proved extremely effective in stimulating the sales of supplemental telephones in the home. Very good . . . but what colors?

In his excellent book, "The Selling Power of Packaging," Vernon Fladager put his finger on the major reason why the selection of color has become of transcendent importance in American business today. Expanded distribution has resulted in far more efficient charting of investments in property, inventory and overhead

Purchasing power is largely a state of mind.

See Editorial page 7



What's Happening to Color Trends? (cont'd.)

against income produced by every product and line sold, every square foot of warehouse and retail shelf space used, every man-hour expended. It means knowing, not guessing, what sells at a higher net profit and what doesn't. It means screening out slow-movers, warehouse and store space-wasters, high handling-cost items, low-margin merchandise. It means the ruthless treatment for products, product lines, departments, warehouses, stores, wholesalers and suppliers that don't measure up on the new and more sensitive net-profit sales gauge.

If you are a manufacturer, you can no longer afford to disregard even the smallest step in the long chain from product conception to ultimate user. And color and design are no small steps. Even such an apparently minor matter as the color of a price tag can be important, because people react emotionally, often subconsciously, to colors. Here's an instance I happen to know about: the fate of a \$9.99

blanket in Capwell's department store in Walnut Creek, Calif. The blanket, most women agreed, was not only cheaper but felt softer and thicker than the \$10.99 blanket next to it . . . but they found themselves buying the \$10.99 blanket. The saleswoman had an explanation: "Believe it or not, here's why," and she pointed to the small tag stapled to the corner of the \$9.99 blanket. It was a bright yellow-green color which looked hideous against the pastel blues, pinks and yellows.

Where do color trends originate?

It is generally agreed that the big postwar interest in color, and particularly in lighter and gayer colors, originated in California. This was due in part to the greater freedom from tradition in the West, in part to climate and to outdoor living. Both men and women spontaneously were choosing bright colors for their clothing and similar hues were in evidence in home exteriors and interiors. The

clear, clean pastel colors typical of California spread across the country. We heard on all sides about "California colors." It is hard to say why they caught on so rapidly in popular favor. Perhaps it was just because they looked so fresh, new and sunshiny; perhaps because war-weary people were subconsciously seeking an atmosphere of lightheartedness and a change from khaki, gray and blue.

Whatever the subconscious motivation in the choice of color by masses of people, the major credit for the stimulation of trends must go to the editors of the home service magazines. From publications like *House and Garden* and *Better Homes and Gardens*, where the high style color trends are first featured, they seep down to the mass markets. Manufacturers of big ticket items like refrigerators, linoleum, sinks, stoves, tile, automobiles, plastic radios, take their cue from such magazines. They advertise heavily the color items on which they have staked their year's sales. These combined promotions intensify the original trend and may extend the curve of popularity of a "fashion" color far beyond normal expectancy. Consider the long domi-

ABOUT CAL INK

This 67-year-old San Francisco firm is the largest supplier of colorants for the paint industry in the U.S. It has the only chemical color plant west of the Rockies and originally was an ink source for the printing trades, which it served exclusively. It is still a dominant factor in that field, but now is divided into four distinct Divisions:

The Ink Division, the largest, handles various kinds of printing inks. The Newspaper and Roller Division handles composition and vulcanized oil rollers, which the company manufactures, as well as rubber roller press blankets and other pressroom supplies. The Raw Material Division handles dry colors, dispersed colors, paint vehicles, synthetic resins and driers, all of which are produced by Cal Ink and sold in large quantities to paint manufacturers. This Division recently originated and developed a universal color system for paint in which one type of tubed colorant may be added to any kind of paint. The Graphic Arts division is in charge of all of the chemicals, equipment and supplies for photography and plate-

making in the photoengraving, lithographic and rotogravure fields. It stocks over 5,000 different items and in its field represents the largest and most complete set-up in the U.S.

With the exception of colorants for paints, which Cal Ink sells nationally, all of its operations are now confined to the West Coast.

During the fiscal year ended Sept. 30, the firm did \$16 million in volume, compared with a total of \$8½ million reported for 1950. The growth reflects several factors, among them, diversification into fields of raw materials for the paint and plastic industries and industrial photography; and the overall growth of the Western printing industry.

Chairman of the Board Chalmers G. Graham states that by the end of this year the company will have its brand new research laboratory in Berkeley, Calif., in full operation. This is a \$250,000 development dedicated primarily to intensified research in packaging inks; and, in the field of color, to color dispersions for the paint and plastics industries.



What methods are your top producers using that your average men aren't?

nance of pink. It is generally agreed that two years is the limit of popularity for most "fashion" colors. The pinks have remained in favor for three years, but at last they have passed over their peak.

You can't force acceptance of any color on the public. This has become axiomatic. Color preference, as most of us who are concerned with promotion know, stems from an emotional decision, often obscurely motivated. Faber Birren, in his book, "Selling Color to People," makes this plain and points out that acceptance of design, on the contrary, calls for a mental decision.

Although the disposition on the part of large numbers of people to prefer or accept certain colors or color combinations appears to arise spontaneously, to be confirmed by widespread promotion, it is possible that trends can be altered to some extent. It is becoming apparent that although color trends have historically followed fairly well defined curves which have been plotted with considerable accuracy by such outstanding colorists as Birren, these curves may be exaggerated in the future as more and more manufacturers begin heavily to promote specific colors.

In a recent speech, Howard Clark of Quantacolor, discussing the trend away from primary colors such as red and blue, said: "Mere shock is no longer the safest means of attracting and holding attention, for, due to technological advances, reliance on color brilliance has assuredly been overplayed. Believe it or not, people's taste is becoming more refined, as evidenced by sales figures of super markets, five-and-dimes, cut-rate stores, as well as quality department stores. Brash eye-catching colors can and often do boomerang. Crude color contrasts have begun to signify low grade merchandise—a fact whose importance it is difficult to exaggerate."

An interesting current development is the great increase in the use of metallic colors. In designing new packages and labels for many firms that were closely wedded to conventional red, blue and yellow labels, the designers had two alternatives: They could switch to the more sophisticated hue variations known to be more acceptable to American women today, or they could add a touch of glamor to the primary colors. The latter course proved far easier to sell to management and resulted in a great

(continued on page 113)

What's behind this Article From Ink-Man Cook?

It's a rare manufacturer who is not concerned today with what colors consumers are going to prefer in the months ahead.

Choosing the right colors need not be pure gamble, nor is it essential to engage high-priced color consultants, although a good one certainly earns his fee. More and more help is being made available to the businessman who is seriously concerned with color in relation to sales.

One of these sources has made an excellent contribution toward lifting color trend predictions out of the realm of straight speculation. The California Ink Co., Inc., on the West Coast, has been issuing what it calls Colortrend® Reports. Available at six-month intervals, the reports are based on what Chalmers G. Graham, chairman of the board, and William H. Brandes, president of California Ink, consider "the most accurate indicators of today's changing color preferences"—sales figures on paint colorants.

These figures show what paint colors are selected by homeowners in over 12,000 retail paint outlets all over the country. Paint merchandising is based largely on the ability to mix hundreds of paint colors through the use of tubes of colorants. Tubed colors date back to the 1930's but it is only since the end of the second world war that their use has become general.

This advent of elaborate color systems, sponsored and promoted by paint manufacturers and their dealers, and offered to home owners for do-it-yourself decoration, has made it possible for the first time to find out what colors people actually prefer, and to chart trends, changes in preference and color preference cycles.

Executives of California Ink realized they were in a good position to provide factual information on the relative popularity of the different colors. This company is the largest supplier of tubed colorants for the paint industry in the United States, distributing them through 227 paint manufacturers.

Sales figures on the paint colorants are drawn on in formulating the Colortrend Reports, which were first brought out in 1956. January and July are the dates of issue. The 20 best-selling colors for the previous six months are picked from a range of 176. The chart is issued with color swatches. These swatches are measured against a black bar indicating percent of total sales for the previous six months and this, in turn, is compared with a gray bar showing sales for the six months before that.

The decision of Cal Ink to make public its sales figures on tubed colorants has been greeted with approbation. The Colortrend Reports have turned out to be the earliest evidence offered of changes in consumer color preferences.

—*Reg. U. S. Patent Office

There's nothing so bad that better selling can't cure it.



THEY'RE IN THE NEWS

BY HARRY WOODWARD

Football, Toothpaste, Newsprint: The Saga of Charley Lipscomb

Big, brawny Charles T. Lipscomb, Jr., used to be varsity backfield star for The University of North Carolina and he looks, right now, as if he could shove a whole platoon of sales managers over any goal line. Instead, in his new post as president of the Bureau of Advertising, the American Newspaper Publishers Association, he will be shoving newspaper advertising revenues even higher than the three and one-third billion dollars they hit in 1956. "I'm still absorbing figures," says Lipscomb, "on this enormous market. But I can tell you this: Newspaper advertising accounted for one-third of all advertising last year. And that's a figure larger than TV, radio, outdoor advertising and magazines combined." Until recently Lipscomb had been president of The J. B. Williams Co. And before that he had been president, Pepsodent division, Lever Brothers, v-p of McKesson & Robbins, Inc. He started fresh out of college (he was hired for the job before he graduated) with Vick Chemical Co. He took a secretarial course—figuring it was the quickest way to get a picture of company operations—and served as Man Friday to some of the company's top executives. Strangely, Charlie Lipscomb had planned on a stage career. At College he was a stalwart of the players. And he's still a theatre buff: He works it out acting with New York City's private Comedy Club. But his home is in Southport, Conn.

National Sales Executives' New Executive Director

Samuel L. Goldsmith, Jr., has won the directoral sweepstakes that National Sales Executives, Inc., has been quietly running off for several months. Out of more than 500 candidates this tall (6' 3") athletic extravert was chosen to become NSE's new executive director. To get the job, Sam—who leaves National Association of Manufacturers where he's been director of the Economic Problems Department—ran the gauntlet of aptitude tests, screening committees, industrial psychologists. Naturally—the man who was to take on this big job would have jurisdiction over 181 U. S. and Canadian NSE clubs, 24 affiliated ones in foreign countries. For the NAM Goldsmith developed the Turck lecture series at Yale, designed to broaden student and educator understanding of marketing. He won his B.A. at Amherst where he majored in economics, then took further economic work at Columbia and NYU. He and his wife—she's a well-known artist—and their two children live in Darien, Conn., where Sam has just built 200 feet of stone wall. "Sibyl supervised," he says. "She told me *where* to put the wall!" Goldsmith steps into his new job today—November 1.



GUY GILLETTE—LENSGROUP



Barreled Sunlight's Smiling Irishman

Fred McCarthy, new executive v-p for Barreled Sunlight Paint Co.—wholly owned subsidiary of Pittsburgh Plate Glass Co.—is another football player who made good bucking the sales line. After he graduated from Ohio's Kenyon College he played professionally in Cincinnati. And after that he decided he was brave enough to sell newspaper advertising . . . got a job with Scripps-Howard Newspapers. Six years later he became national advertising manager for the *Indianapolis Times*. But in '35 he matriculated in the industry he now calls home. That was the

year he started as a salesman for National Lead Co. They put him through a rugged training course in paint technology and then had him spend a season conducting painters' meetings. After four years with the company he was made manager of the Cincinnati branch. Now he's a Yankee: Barreled Sunlight's headquarters are in Providence, R. I. And he's been with the company since 1951. His last job was v-p in charge of sales. His first BS post was general sales manager. He still loves football—but confines his activity to yelling at Saturday games.



Mr. Remington Rand

Meet Dick Stark. You probably already have in your living room. He likes to think of himself as a salesman. He's one of the country's highest paid television announcers. Those who guess his annual income at \$100,000 are too low—guesses of \$200,000 are slightly too high.

Remington Rand pays him a good part of that money to visit 52 million people each weekend on three TV shows. He tries to sell those people all of Remington Rand's products ranging from a \$30 electric shaver to a \$1½ million UNIVAC.

On television, he's Mr. Remington Rand.

"We regard Dick as the number one salesman in the organization, outside of the direct employees," says Harry A. Hicks, vice-president for sales, Business Machines and Supplies and Dealer Sales Division, Remington Rand Division of Sperry Rand Corp.

Stark, the salesman, says: "I'm trying to sell a specific product at a specific moment. I think that company identification is as important as that product. So, I try to imply that any company which makes a similar product is wasting its time."

At 45, Stark's business sense is showing its worth. Aside from his enviable income as an announcer, he owns a Volkswagen dealership in Bridgehampton, Long Island, N. Y. He is an associate in an architectural design firm (Blake & Neski, Architects) which designed the "America Builds" exhibit for the U. S. Information Agency, on display in Berlin during October.

He's also a hell of a nice guy.



MADISON AVENUE, N. Y.: Stark spends a lot of time at Remington Rand's electric shaver advertising agency, Young and Rubicam, located in the building sporting the flying flags. His only contract with Remington Rand: a handshake.



INSIDE Y & R, Stark checks Rem Rand storyboard presentations before they're shown to client. Here he's with Hanley Norins, vice-president and copy director of the agency, who created peach, brush commercials idea.



NO PUPPET HERE: Of Stark, Norins says: "Dick is exceptional. One usually has announcers who just parrot words. Dick's different, he's always thinking of the meaning. It doesn't matter if he changes words, the idea is there. He cooperates more with storyboard presentations than any other announcer I know."



COMMERCIALS & COFFEE: Stark discusses future commercials over coffee in his New York apartment. Shown here left to right: Sterling J. Hiles, business manager, advertising-sales promotion, Remington Rand; Bill Workman, Compton Advertising Agency (business machines); Stark; Oliver McKee, account executive, Young & Rubicam. "I'm part of a team," says Stark, "comprised of the client, the agency and the guy on the air." Says McKee: "We think of Dick more as a spokesman for the company rather than just an announcer."

AN ARCHITECT, TOO: Five years ago, Stark took up architectural design. He went to school (Pratt Institute) days, announced at night, did homework till 4 a.m. every morning for five years. Graduated last June. Now he's in business. Designed relief map of proposed city layout for Cruz Bay in Virgin Islands (shown in background) as first solo project. It's under study for possible acceptance.

(continued on next page)



Mr. Remington Rand

(continued)



REHEARSAL: Aside from Remington Rand, Stark does commercials for Buick and on NBC-TV daytime Comedy Time. Sitting at his drawing board, he reads them into tape recorder, listens to effect. A former marine, he now tapes spot radio commercials pushing Marine Corps recruiting for distribution to various radio stations. In the spirit of the Corps, it's a volunteer job.



GOOD OR BAD?: Stark listens to playback. Never memorizes commercials, doesn't use prompting devices. Just likes to "talk" commercials. He shares this N.Y. apartment with wife Jane, fashion editor of Look magazine. They have three sons.



TEMPERAMENTAL: "I'm not hard to work with, but I'm more insistent that we try to get the best out of me rather than something that's just O.K."—Stark. Says commercial producer-director Workman: "Dick is an artist. Naturally he's temperamental. If he weren't he wouldn't be any good."

How The Man Got There

Dick Stark, actor, wanted to eat. Born in Grand Rapids, Mich., he spent most of his early life in California. Appeared in his first movie when he was five. Was child actor until he was ten. Attended public schools, then graduated from Cornell in 1934. Was in dramatics club and on tennis team (now plays golf).

After college he tried the theatre. Did several shows, one Broadway flop, which only ran one performance.

Anxious to eat, Stark went into radio acting. Lasted a year, decided he wasn't a radio actor and became an announcer. Has always been a free lance except for a year early in career when he was announcer for New

York's WNEW. That led to first network slot doing G-E commercials on the Hour of Charm. Began doing daytime soap opera announcing chores.

Years 1943-46 saw Stark in the Pacific with the marines. Came back and ran into a thing called television. First job was a voice-over commercial (he was only heard, not seen) on International Silver show.

Started with Remington Rand slightly over five years ago when company's regular announcer broke his leg. Stark was asked to step in. He said yes, if he could write the commercial. He did.

He's been Mr. Remington Rand ever since. —GEORGE F. HOOVER



FATHER & SON: Stark and son Morgan demonstrate Remington Rand portable typewriter on Sunday night's What's My Line?, over CBS-TV. Friday and Saturday are also Remington Rand, CBS-TV nights for Stark with Leave It To Beaver (Friday) and Gunsmoke (Saturday). He often gives suggestions for script, camera changes on commercials. Nine out of ten times, they're accepted.

SALES MANAGEMENT

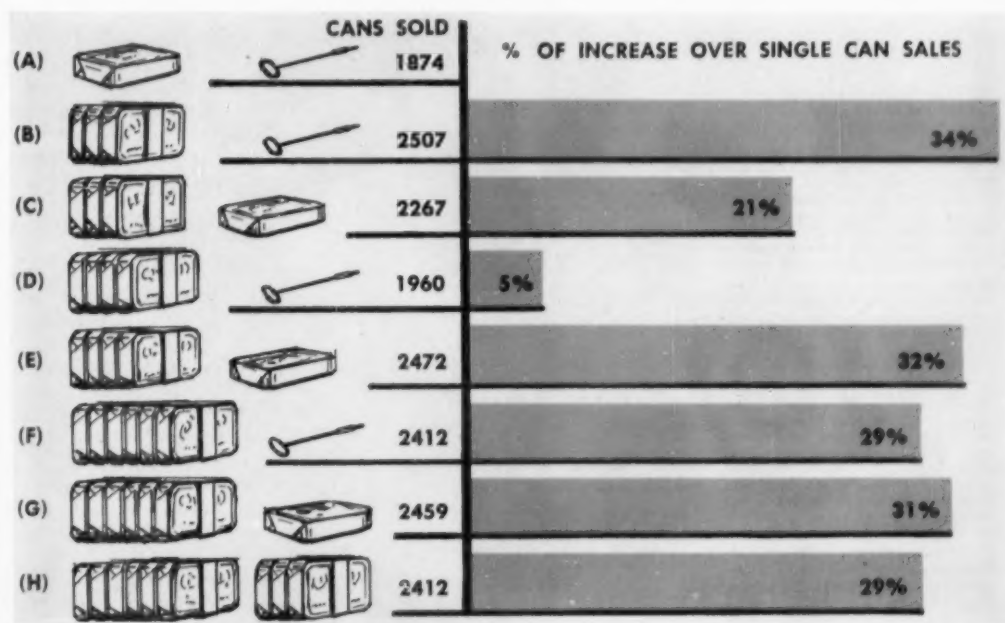
Which Pack Sold Best?

Multiple packaging has proved itself many times on the grocer's shelves. Everything from soaps to soups have been banded or cartonned together in twos or threes and unit sales have usually increased as a result.

But, what is the most effective multiple combination? To find the answer, Container Corporation of America used eight Philadelphia supermarkets to test Maine sardines in eight different combinations: (A) single

cans (normal stocking method); (B) three-packs alone; (C) three-packs plus loose cans; (D) four-packs alone; (E) four-packs plus loose cans; (F) six-packs alone; (G) six-packs plus loose cans; (H) three-packs plus six-packs.

There was no price advantage for a multiple purchase. This was a test of packaging methods alone and here's how the multi-packs stacked up against loose can sales:



There was no advance promotion. No other canned sardines were sold in the stores during the test. Interestingly, the three-pack sold best in low-income neighborhoods, while the three-pack six-pack combination did best in high-income neighborhoods.

Stock Exchange's Warm, Human Appeal

- Newspaper—and magazine—ads help brokers gain understanding
- '57 ads pull twice number of men, three times number of women as '55 ads



Is your husband as smart as you'd like him to be? (in money matters, we mean)

Almost every weekday and sometimes more often the excellent fellow you married sallies forth to wrestle with the world for a living. The going's almost never easy and it's important that he have his wits about him. Wouldn't it be really fine if, almost without lifting a finger, you could give him a lot of help? Here's how you can:

First, quietly point out how wise and wonderful it would be to have steady income from more sources than just his job. Mention the fact that millions of people get extra income from stocks of some of the 1200 famous companies listed on the New York Stock Exchange.

Second, before he objects that only rich people own stocks remind him that two out of three shareowners have incomes under \$7500 a year. And that through the Monthly Investment Plan he can become part-owner of some of America's most successful companies for as little as \$40 every three months, or up to \$1000 a month. And he can start or stop a plan any time he likes.

Third, if he says there's risk in buying stocks, say of course there is. Stock prices go up and down like the prices of everything else and not every company always prospers and pays dividends. That's why it's so important, you say, to get the facts—never depend on tips or rumors... and to invest only money left over after bills are paid and emergencies provided for.

Fourth, surprise him with the information that some 300 stocks on the New York Stock Exchange have paid dividends every three months from 20 to 35 years, and that the records of these sturdy stocks are conveniently assembled for him in our fascinating free booklet "INVESTMENT FACTS."

Tell him it also describes the Monthly Investment Plan.

Fifth, don't just suggest but urge him to get acquainted with a nearby broker—making sure he's with a Member Firm of the New York Stock Exchange. A copy of the booklet awaits him there. His broker will be glad to help him work out a sensible investment plan, perhaps recommending funds instead of stocks. He'll help him buy or sell. And he'll be glad to go over his securities with him from time to time. Ask him whether he can really afford not to look into the possibilities of getting income from more sources than just his job. Wouldn't you like that excellent fellow you married to be as keen as you know he can be?

If you'd rather get the booklet by return mail, send the coupon now.

Own your share of American business

Members New York Stock Exchange

For offices of Members nearest you, look under New York Stock Exchange in the stock broker section of your classified telephone directory.

Send for new free booklet. Mail to:
your local Member Firm of the Stock Exchange, or to the New York Stock Exchange, Dept. TP-A, P. O. Box 252, New York 5, N. Y.

Please send me, free, "INVESTMENT FACTS" listing over 300 stocks that have paid dividends every three months from 20 to 35 years.

NAME

ADDRESS

SHOWN IF ANY

This half-page advertisement will appear November 3 in *Parade*, *This Week* and some independent Sunday magazines such as *The New York Times* magazine. It will appear in all sections of the country where there are Stock Exchange member firms. In those sections where newspapers have no magazine section it will appear as regular run of the paper.

In September the Exchange announced that it will spend \$600,000 during the balance of 1957 for its national educational advertising program. The same amount was spent earlier this year, bringing to \$1,200,000 the total expenditure for all of 1957.

Newspaper advertising takes up most of the Exchange's advertising budget. The Exchange will have run during the second six months of this year three advertisements in 571 daily newspapers reaching approximately 46 million homes, and four advertisements in the magazine sections of 163 Sunday newspapers reaching some 34 million homes.

The Exchange completed in September a thorough evaluation of its current advertising program which was initiated about 19 months ago. "... And we were gratified to learn," G. Keith Funston, Exchange president, reports, "that the new approach in our advertising has enabled us to make substantial progress toward our twin objectives of attracting the widest possible readership for our educational story about the investment process; and the creation of an attitude of confidence, respect and warm approval toward the Exchange and its market."

Advertisements scheduled this year by Daniel H. Woodward, Jr., Exchange director of advertising and promotion, through Calkins & Holden, Inc., stress two points which Exchange research has shown to make the greatest impression on the largest number of people: 1. Two out of three shareowners have family incomes under \$7,500 a year. 2. It is possible to purchase stocks listed on the Stock Exchange, through the Monthly Investment Plan, with payments of as little as \$40 each month or even \$40 every three months.

The new copy style, created for the Exchange advertising last year,

Why 90¢ of his advertising dollar goes into The New York Times



You can learn a lot about almost anything in 40 years . . . especially about the value of an advertising medium.

And basing his judgment on 40 years experience, A. L. Simmons invests 90¢ of every advertising dollar in The New York Times.

"We're the largest independent travel bureau advertiser in The Times, and that indicates our complete satisfaction," says Mr. Simmons, who is president of Simmons Tours.

"No other publication could possibly give us comparable results in terms of inquiries we receive week after week *and the definite business that follows those inquiries.*

"In addition to its services as a selling medium, The Times is the authoritative source of travel information for the general public and for travel agents throughout the United States. I have always emphasized to fellow members of the travel fraternity that they must read The Times to be well-informed."

People who travel, as you well know, are the families who spend more on just about every other advertised product or service. That's why *your* advertising in The New York Times means more business for you . . . because it reaches a responsive, better-able-to-buy audience of hundreds of thousands of families whose first source of buying information is The New York Times.

Experienced advertisers know this so well. It's the main reason they have made The New York Times the biggest advertising medium in the world's leading market for 38 years.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

has this basic goal: It is to acquaint people with their opportunity to invest, and it is built around the Exchange's theme of the past three years—"Own Your Share of American Business." The acceptance of this point of view by the public, industry and government was underscored last December by the decision of the Advertising Council to feature as its principle public service campaign for 1957 the theme "People's Capitalism."

In order of importance, the new copy style has three specific objectives:

- To gain understanding and a warm, friendly personality for the Exchange and its members.

- To attract the widest possible readership for the Exchange's educational message about investing.

- To distribute additional literature and to develop prospects for Exchange members.

The Exchange's "Four Rs" for evaluating its advertising are: Readership, Recognition, Response, Research.

Readership: According to a Starch

readership study, Exchange advertising is winning twice as many men readers and three times as many women readers as previous Exchange advertising per dollar of advertising cost.

Recognition: The Exchange advertising continues to be singled out as one of the outstanding campaigns of our times. For example, in April of this year it was selected as a winner in the Annual *Saturday Review* Awards for distinguished advertising in the public interest during 1956. From more than 300 campaigns in the finals, a board of judges comprised of leading educators, editors and corporation executives selected 25 winners.

Comments from educators are most encouraging. For example, this one from the professor of advertising, Miami University: "The advertising of the New York Stock Exchange has impressed us here as one of the most effective institutional campaigns that has appeared in the last 10 years. We are using it as a case history for our advanced advertising students."

Response: As a dividend to the educational job of the advertising itself, The Exchange started three years ago to offer additional literature in its advertisements. The coupon response from advertising in the early months of 1957 matches the high rate of returns in 1956. Last year the Exchange itself received some 175,000 coupons. "This," Rud-dick C. Lawrence, vice-president, reports, "compares with 157,000 in 1955 and 85,000 in 1954. In one small town where we received no coupon response to one of our newspaper advertisements, it was reported that 20 people had gone to the local broker's office asking for the literature mentioned in the advertisement. Our checks lead us to believe that member firms receive at least as many inquiries as the Exchange does. On that basis, our advertising in the past three and a half years has resulted in more than a million inquiries. Our average cost per inquiry in 1956 was \$3.55 and is running about the same in 1957.

"An advertisement in Sunday newspaper magazines was the best coupon puller we ran a year ago. The cost per coupon was \$1.81.

"Our best coupon puller so far in 1957 is our "Chance for More Money" advertisement, also a Sunday newspaper advertisement. To date, incomplete returns show the cost per coupon is \$2.45.

"In general, we have found that Sunday newspaper magazines produce



Present your case the Smart Ellis Organizer way

Those "critical few" actual selling minutes you spend with each prospect will make or break the sale.

With the Ellis ORGANIZER bag—designed for your own particular purpose—everything is under "finger-tip control." The Ellis ORGANIZER line of top quality leather sales and presentation cases will help immeasurably during those critical minutes that count.

Write today for Brochures on the entire line of Ellis built cases. Buy direct from the maker—save up to half.

"Organizer"
SALES CASE
CHellis COMPANY, INC.
Dept. SM 1157, 134 So. Pennsylvania, Indianapolis, Ind.

coupons at the lowest cost, followed closely by *Life* and *Reader's Digest*. Daily newspapers are our highest cost producers. Daily newspapers, however, give our member firms the best opportunity to run tie-in advertisements and thus channel response direct to them. In the last six months of 1956, 274 firms ran 763 tie-in advertisements."

Research: To determine how Exchange advertising influences readers, an independent psychological research organization was engaged to conduct a survey in Dayton, O.—a typical smaller city. The questionnaire survey form was planned by the Stock Exchange's Research Department and advertising agency, Calkins & Holden, Inc., in collaboration with Dr. John Kishler, clinical psychologist and communications and marketing consultant for the agency. The interviewing was done by Bee Angel & Associates, Chicago. People were questioned about investing both before and after being shown Exchange advertisements. These were the findings before the advertisements were shown:

- Approve the idea of advertising.
- Think it offers status, prestige and economic advantages.
- Think the New York Stock Exchange is vital to our economy.
- Said almost nothing negative or unfavorable.
- "Played back" many of the words, phrases and ideas about investing that have been continuously stressed in advertising and public relations.

What Impressed Public

These were some of the ideas people remembered after being shown typical Exchange advertisements:

- That many shareowners had incomes under \$7,500, and that stock can be purchased in modest amounts through MIP.
- That advertisements start people thinking more seriously about investing.
- That the Stock Exchange has the interests of average people at heart, and that investing is not just for the rich.

"It is too early, yet, for Starch readership reports on 1957 advertising," Lawrence points out. "However, final readership figures for 1956 show that our new, light, friendly copy approach attracted *twice* as many *men* readers and *three* times as many *women* readers—per dollar of

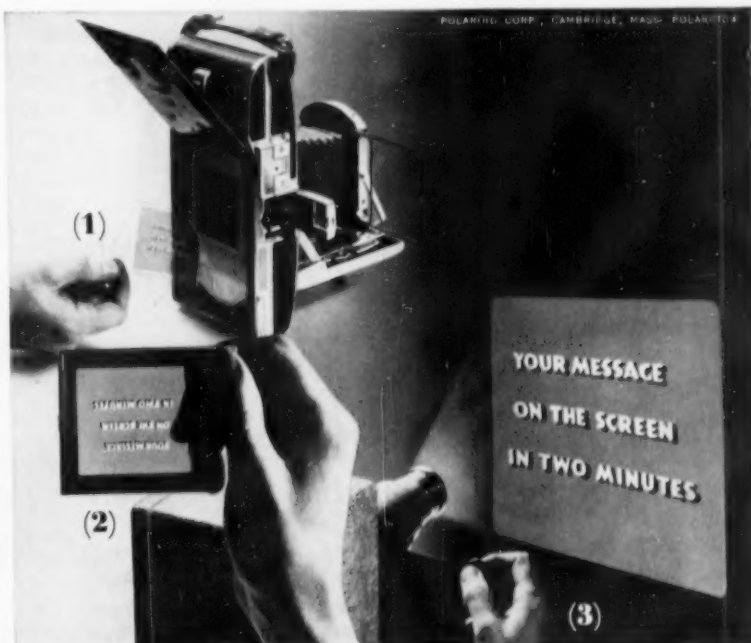
advertising cost—as did our advertisements in 1955.

"Advertisements for the last six months of 1957 have been prepared in the light of our psychological study and other research. We are continuing our basic theme, 'Own Your Share of American Business.' We stress the advantages of learning about investing and the four 'cautions': (1) Understand that there is risk, and tailor your investment whether in stocks or bonds to what you can afford; (2) have cash reserve for emergency; (3) get the facts and don't buy on tips and

rumors; (4) get good advice from someone in whom you have confidence.

"The friendly broker continues as our hero. Although we find that many new investors are well-educated, have incomes over \$7,500 and are executives and professional people, our present overall objective is public relations and mass education. Direct business and leads are secondary. We try to provide a favorable environment in which member firms can carry on their own merchandising activities.

"But in reaching mass markets, we



(1) Snap it... see it! (2) Slip it into a mount, and (3) project it as big as you want.

Polaroid Corporation Announces

QUICK, EASY WAY TO MAKE SLIDES

Now with a standard Polaroid Land Camera, you can make slides for Sales Meetings, and project them immediately.

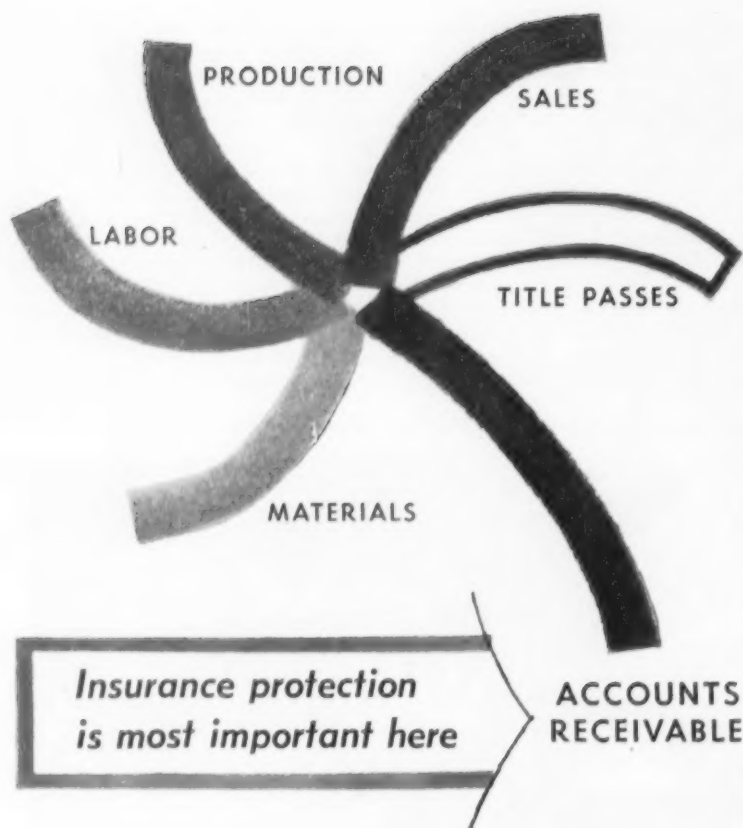
Polaroid Corporation has perfected a film which produces black-and-white slides right in a regular Polaroid Land Camera. Just click the shutter and two minutes later you have a slide ready for projection.

These on-the-spot slides can help you tell a picture story to everyone—prospects, existing customers, the field selling force, management. A versatile Copymaker is available to make slides from any text, existing photographs, charts, graphs or titles. Or, if you wish, you can take the camera into the field to photograph products, displays, and other material.

Two sizes are available—2¼ x 2¼, and 3¼ x 4 for use in existing "lantern slide" projectors.

These slides cost about 1/5 as much as conventional slides. But the real saving is in the time and effort that it takes to put any picture on the screen. Send in this coupon for detailed information, plus booklet, "On Your Feet," loaded with hints for your next speech.

Polaroid Corporation	
Dept. S111 - Cambridge 39, Mass.	
Please send me detailed information on the new Polaroid transparency system.	
NAME _____	_____
POSITION _____	_____
FIRM _____	_____
ADDRESS _____	_____
CITY _____	State _____
STATE _____	_____



**Your cycle of protection is not complete
unless accounts receivable are insured**

When a shipment is made—title passes—and you create an account receivable. You are more certain of the end result—PROFIT—when you protect accounts receivable with Credit Insurance. That's why an increasing number of executives have decided that NO cycle of protection is complete unless capital invested in accounts receivable is insured by ACI. To learn more about Credit Insurance, call our office in your city, or write AMERICAN CREDIT INDEMNITY COMPANY of New York, Dept. 59, 300 St. Paul Place, Baltimore 2, Maryland.

**Liquidity of capital is the
prime responsibility of management.**

**Protect your working capital
invested in accounts receivable
with**

**American
Credit
Insurance**

also reach higher income groups. And this coverage of our prime market is being reinforced by our special upper-income advertising campaign in magazines. We stress that two-thirds of shareowners have incomes under \$7,500 because we have found that this is one of our strongest appeals both to people of modest and above-average means."

In addition to the basic copy pattern, the Exchange is putting special emphasis on these points:

- That a broker can help people buy and sell.
- That Exchange members can satisfy any investment need from stocks to bonds.
- That regular review of stocks is desirable.

The fall campaign: For this program the Exchange has appropriated \$600,000 for the last six months of this year, same as for the first six months of this year. In addition to three advertisements in 571 daily newspapers reaching approximately 46 million homes, and the magazine sections of 163 Sunday newspapers reaching 34 million homes, there will be two pages in *Life* (6 million homes) and two in *Reader's Digest* (10 million homes).

All Exchange advertisements that appeared in September and October offered a booklet, "Dividends Over the Years." All advertisements appearing in November offer "Investment Facts" booklet as will the ones to appear in December.

Member firms continue to tie in with Exchange newspaper advertising and in this way channel additional inquiries for booklets to their offices. An incomplete report shows that 134 firms ran 838 tie-in advertisements in the first six months of 1957.

The Exchange provides a sheet of suggested tie-in advertisements and one tie-in advertisement for each of the four Exchange Sunday advertisements in newspaper magazines. Three of these daily newspaper advertising tie-ins incorporate the same art as used in the Exchange advertisements.

Copy points: The Exchange is continuing to stress two copy points which research has shown to make the greatest impression on the largest number of people: that two out of three shareowners have family incomes under \$7,500 and that it is possible to become a shareowner (through MIP) for as little as \$40 every three months. It is also con-

tinuing to point out that bonds may be better for some investors than stocks; and that member firms are ready to help readers whether they want to buy or sell. A new copy point this fall is the emphasis on the fact that the reader should make sure the broker he approaches is with a member firm.

Copy testing: To explain new ways to present the Exchange message to the best advantage "split runs" of three Sunday magazine advertisements in *Parade* were used this fall.

On October 20th and November 3rd one half of the homes in the 56 cities receiving *Parade* as part of their Sunday newspaper read one advertisement. In the other half of the homes, readers read advertisements with slight changes in headline and in copy. And half the *Parade* run will carry the December 3rd advertisement with an additional line in the coupon stating "If student, check here." All advertisements are keyed and response to each version guides the Exchange in copy plans for the future.

Special magazine advertising for high income readers: A year ago the Exchange began a limited schedule of advertisements in a few magazines. It was prompted by a survey which revealed that four out of five people in the executive-professional class own no stock in publicly-held companies.

"To test coupon response," Lawrence explains, "we used a number of general magazines such as *Time*, and professional magazines such as *Journal of the American Medical Association*. In the last half of 1956 this advertising produced more than 14,000 leads at an average cost of \$3.82. The best media brought coupons at less than \$2. In 1957 we have continued only our best producing magazines: *The New Yorker*, *Time*, *U. S. News and World Report*, *Harpers'*, *Saturday Review*, and *Rotarian*.

"Results at the end of 1956 were sufficiently encouraging to warrant continuation of this special effort. Up to this fall, it is estimated that the campaign had produced more than 33,000 coupon leads for member firms. We have analyzed this advertising with considerable care to determine which appeals were most productive and we have incorporated the most successful ones in our fall series.

"We have also reviewed our magazines to determine which ones have brought us the most readers and the

most coupons, and have planned our schedule accordingly. In addition, we will experiment with four new magazines: *Fortune*, *Sports Illustrated*, *Scientific American* and *Nation's Business*. We believe this fall series will produce good quality inquiries.

Plans are now in the work to test spot television to determine whether members can use this medium profitably. Tests are now in force in Buffalo, over WGR TV and WBUF TV.

The payoff for the Stock Exchange's 45,000 member firms and their branch offices: In the past three and a half years Exchange advertising has resulted in more than a million requests for educational literature.

A recent survey of new investors revealed that 65% of them credited advertising with providing them with helpful information about investing and 43% singled out direct mail.

These data suggested to the Exchange that advertising inquiries and direct mail could be teamed to help members increase their share of the potential securities business. A portfolio has therefore been prepared. In it are economical direct mail programs which members can adapt to help convert their leads either from the Exchange's fall campaign which started September 10th, or from the members' own advertising.

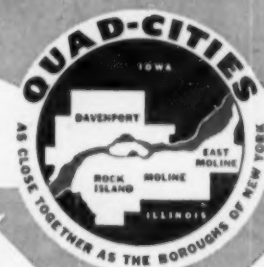
Member firms comment favorably on the quality of the leads. Last year 35% of conversions from mass advertising and 32% from special magazines were medium to large accounts. Fourteen percent of all people responding to Exchange advertising accepted the offer to subscribe to the Exchange magazine.

The Exchange is now busy tabulating leads. Hundreds are coming in from people in all walks of life—retired school teachers, upper-income corporation executives, housewives, young men and women, retired farmers, doctors, widows, truck drivers.

It is interesting to note the difference in number of lead conversions among individual member offices. In Miami, Fla., a member firm reported 53% conversions. A firm in Billings, Mont., converted 39% of leads and says, "We always ran advertising in conjunction with yours and we have picked up a number of accounts that way. A Worcester, Mass., firm had 35% conversions and says, "Keep them coming. All worth-while." A firm in Yakima, Wash., that converted 23% reports: "Small accounts which I feel will develop into large programs."

The End

ONE OF THE
FIRST 100 MARKETS



WHBF

RADIO & TELEVISION

COMING!

greatly expanded

TV COVERAGE

from a new

1000 FT.

TOWER!

Scheduled in time for
peak winter viewing.

THE STATION
OF MARKETING SUCCESS

CBS

REPRESENTED BY AVERY-KNOEL, INC.



Setting the pace

Champion Standard Bred pacers inherit characteristics that make them winners, and so do the stations of the WKY Television System. The same leadership that made great stations in Oklahoma City has now created equally outstanding stations in Montgomery and Tampa-St. Petersburg.

You set the pace by advertising on WKY Television System stations—each decisively dominant in the market it serves.

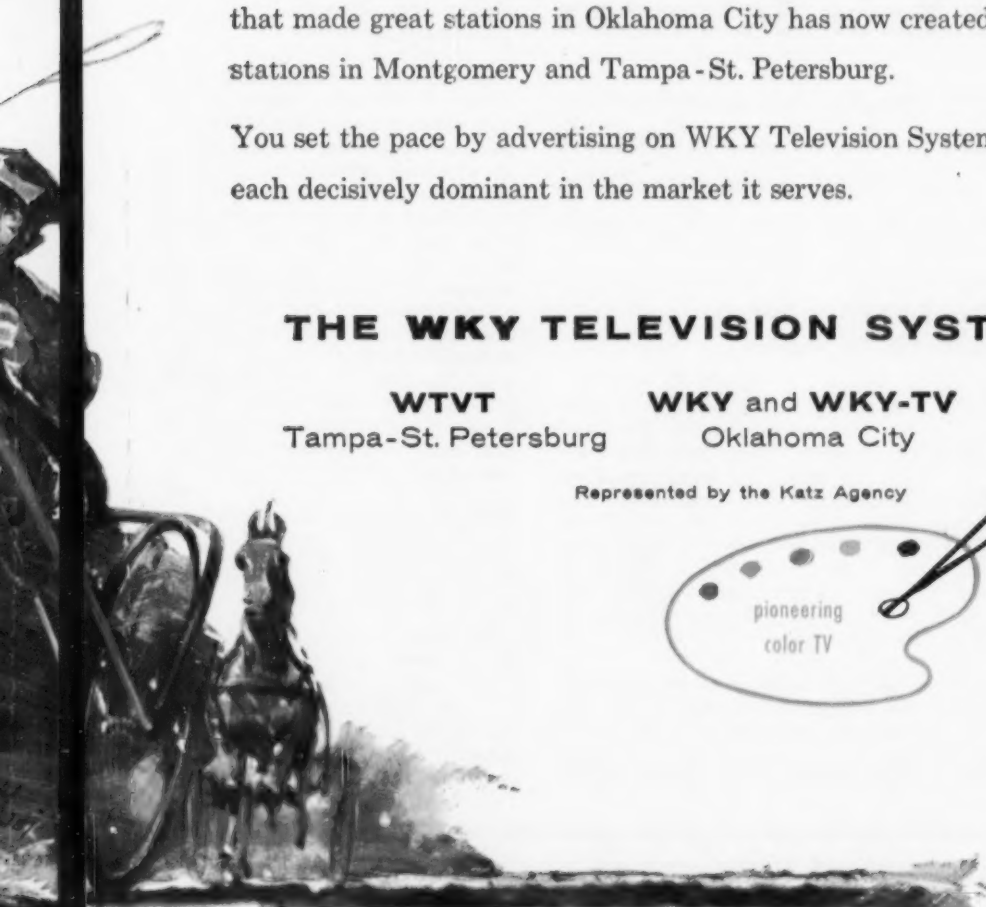
THE WKY TELEVISION SYSTEM, INC.

WTVT
Tampa-St. Petersburg

WKY and WKY-TV
Oklahoma City

WSFA-TV
Montgomery

Represented by the Katz Agency



The ABC's of Motivation— Background to Its Use

All individuals, as a result of evolution, environment, and social pressures, are conditioned to prize certain kinds of goals, and to avoid certain kinds of disapproval from their fellow men. Here are the simple fundamentals.

Humans have the behavioral machinery of animals. It was developed by some billion years of evolution for animal survival and reproduction.

One of the resulting mechanisms leads to action by producing irritation, pain, or discomfort when physical needs or injurious conditions exist.

Another survival mechanism is that for association, which results in *learning* from experience, *habit-formation* (automatic repetition of successful behavior), and *fear* (learned anticipation of injury or deprivation).

Another is the servo-mechanism of *frustration-aggression*, which supercharges the individual for overcoming obstacles to his actions, with accompanying feelings called annoyance, anger, or hostility.

Sex activity is, of course, necessary for survival of the species and is automatically motivated.

*Society redirects natural behavior
and instills additional motives*

Human animals, which have greater learning capacity, now live in social groups. In group living, "natural"

How to Use Motivation To Stimulate Your Salesmen

What motives can you bring into play to encourage salesmen to build themselves up as individuals, to stimulate them to more effective professional performance? Dr. Borton defines them, tells how to use them in leadership.

By **WILLIAM M. BORTON, PH. D.**
University of California, Los Angeles

There's a simple, practical rule for using motivation as a force in directing salesmen: Use the motives most people have.

In motivating salesmen, the sales manager can make use of the needs or motives (1) to *avoid social disapproval*, (2) to *achieve and excel*, and (3) to *seek social approval and respect*, which are acquired in varying degrees by most individuals in our society.

(1) He can utilize the desire to *avoid social disapproval*, or to conform to group standards, by encouraging salesmen to openly discuss what

is a reasonable amount of sales, calls, hours, new customers, etc. They will rarely arrive at standards below what is being done, and usually will set them higher. Most salesmen will then accept the standards as reasonable and expect themselves to live up to them, or at least more nearly live up to them. This process doesn't require any pressure from the sales manager, or cost any money.

(2) The sales manager can utilize the learned (and perhaps also instinctive) desire to *accomplish and excel* by always providing an objective toward which the salesman can direct

this energy—a particular customer to be won, or problem to be solved. This motive can often be utilized effectively by letting salesmen set their own quotas. These methods involve no monetary cost.

(3) The sales manager can make use of the (probably) learned need to *seek approval and respect* of others by publicly recognizing accomplishment, by using advancement to jobs with more prestige as an incentive, and by establishing distinctions—honor clubs, ranks, titles, privileges—for which to strive. These cost no money. Larger earnings, in addition to their value as buying power, also have achievement and prestige value, as evidence of one's accomplishments, ability, and importance. One of the most important "others" whose approval and respect is sought is the spouse, and plans for motivating salesmen are usually increased by involving the wife.

Using mechanisms everyone has

Sales managers can make use of the (4) *aggression* and (5) *learning* mechanisms which all persons have.

(4) *Aggression* is generated by the frustrations of daily life and its expression must often be restrained. This suppressed aggression can be directed into sales activity, and additional energy can be released, through characterizing the customer, the com-

Remember: fear and uncertainty more contagious than Asian flu.

behaviors must be controlled or frustrated. Physical needs may be relieved—by defecation, sexual activity, even eating—only at times and places and in ways permitted by the laws and customs of the particular society. One may not express aggression overtly, by killing or even hitting another person, except under certain conditions.

Also, each society instills additional motives or expectations in the individual. The child early learns that, to avoid punishment, he must avoid doing what others disapprove of. And he learns that, to get what he wants, he must do what others want him to do. The fear of social disapproval and the desire for approval and respect are important additional motives instilled by society.

Mainly through the family, each group instills in the child certain expectations of himself, usually including achievement and excellence.

Similarly, the child unconsciously absorbs the particular group's values or goals (assumptions about what is right, good, desirable, worth-while), standards (how much of anything is "enough"), role expectations (how people in various situations should act), and perceptions (ways of looking at things). Failure to live up to unconscious expectations, or "conscience," arouses uneasy feelings of

fear and guilt, so these expectations become powerful motives instilled by the groups by which the individual has been influenced.

These unconscious goals and expectations resist change, especially by conscious logic. Since we are unaware that we have certain special expectations or motives, we believe that our particular ones are "natural," and we "project" them—assume that other people have the same ones. But they don't.

Motives vary from person to person

These unconscious expectations, goals, or motives vary from one society to another, and among groups and families within a society. Ours attaches much significance to owning, displaying, and consuming expensive goods and services. Within our society, however, various occupational and religious groups differ considerably in the importance assigned to security, goods, leisure, and to family, financial, academic, artistic, civic, religious, and other activities and accomplishments. Consequently, individuals who have been influenced by different groups have differing goals, values, duties—"motives" or "needs."

petitor, or another contestant, as an opponent. The frequent use of military analogies in selling and of sports analogies in sales contests can hardly be accidental, although the morality of identifying a prospect as an enemy is sometimes questioned. Merely publishing performance records encourages comparison and competition and costs nothing. Formal contests with public recognition and prizes usually induce greater effort among some salesmen, and more when fairly handicapped. But this and other hypodermic methods of increasing motivation often produce resistance, unbalanced effort, and a let-down afterwards.

(5) The sales manager can make fullest use of the *learning* mechanism when working with a new salesman, whose standards as to how hard to work and how much to try to accomplish have not been set, and whose work habits have not been established. The new man can be put in association with salesmen or groups whose ideas of "enough" hours, calls, and sales are high, but not impossibly so. He should learn work habits from men whose methods are regarded as best. To the new man, these will then be the amount of effort to apply and the way to do the job. Any resulting "extra" effort, or superiority in work habits, costs no money, requires no pressure from the sales manager, and tends to continue.

Using the main motives of the individual salesman

(6) Perhaps the most effective, enduring, and mutually satisfying way of enlisting more effort is by determining the most important (and often unconscious) goals or motives of each salesman, individually, and then showing each one how he gets what he wants by doing what the sales manager wants him to do. But it isn't easy to do.

One way to learn about an individual's motives is by considering the groups by which he has been influenced. If his father is a professional worker, he is likely to be more concerned about social status and technical accomplishment than in making an exceptionally large amount of money. Protestants may attach more importance to physical possessions than Catholics. Other clues may be obtained from the kinds of educational, political, social, civic and other associations he has had.

The sales manager may have a psychologist investigate a salesman's motives by using tests, projective devices, or depth interviewing. Managers who wish to increase their own skill in depth interviewing can join a class in interviewing or supervision, study any of a number of books on the subject, or retain a consultant. In

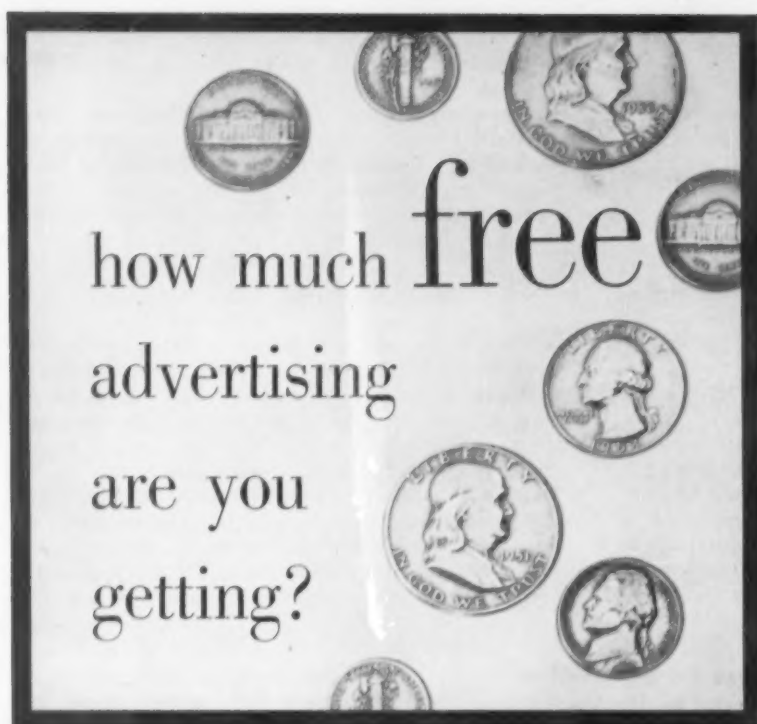
general, one gives the interviewee the maximum encouragement to talk freely, and then observes the subjects he chooses to talk about, spends the most time on, or gets most excited about, and the aspects or significances of them which concern him most. Such questions as "What do you think success means?" "In what kind of a situation do you like to picture yourself five years from now?" or "What is there that shows people that you are successful?" often produce indications of main goals.

In interpreting the information, one must first consider to what extent the interviewee may be saying what he thinks is expected or wanted. There is no single, universal way of analyzing the statements, and the conclusions depend to a considerable extent on the training and biases of the interviewer, but the motives mentioned in this article suggest the approach. How interested is he in security? What does security mean to him? . . . money in the bank, an assured job, many friends and connections? How eager is he to be "successful"? What kind of achievement does he regard as "success"? . . . financial, scientific, community service? How anxious is he for job advancement? Is this mainly for prestige, security, goods? And so on.

When a salesman's important motives have been identified, the sales manager can then relate them to com-

Postwar: no corollary between stock market and business activity.

See Editorial, page 7



It happens every day—all over the country in widely scattered newspapers. A dealer decides to advertise your brand without benefit of co-op contract . . . a manufacturer advertises and without your knowledge tells the reader that he uses your "brand name" product in the fabricated item he offers. This is FREE advertising, and you should know about it.

Then, you can budget your paid space to better advantage. These ACB services can tell you what you are getting.

RETAIL STORE REPORTS



Provide accurate check-up of dealer tie-in advertising covering your own and/or competitive accounts. A widely-used service for determining sales policy and directing salesmen's efforts. Reports can show lineage; cost of space; city; publication; sales territory; dealer name; product and price advertised; mats used; totals and percentages.

TEAR SHEET SERVICE



Tear sheets are the basis of all research in newspaper advertising. ACB can furnish tear sheets containing advertising of any specified dealer or national advertising. ACB

tear sheets are complete pages and show position, full headline information, etc.

BRAND MENTIONS



ACB's Research Service that serves the large group of manufacturers and others whose trade names are promoted to the consumer as part of the advertising of other concerns. Widely used by producers of "name brand" fabrics; publishers; and many manufacturers in hard-goods lines.

ADDITIONAL SERVICES

11 additional services are available. Described in ACB Catalog sent free on request, or contact nearest ACB office.

pany objectives. If a salesman is interested in security in the form of money in the bank, but is low on calls, the sales manager can calculate for him the additional bank balance which should result from the sales from one extra call per day for a year. If he wants more money mainly because his wife thinks he should make as much as his brother-in-law, the sales manager may be able to interpret hours or expense allowances to show that he is being paid a higher rate per hour than the brother-in-law.

There are limitations

A salesman should not be over-motivated, or he will become tense, lose sleep and effectiveness, and suffer. It is especially easy to overstimulate anxious, conscientious individuals. With some persons, increased stress reduces productivity. How can you tell if a man is overmotivated? Besides observing him, you can ask him if he feels pressed, or if he welcomes the proposed contest or sales meeting.

A second limitation is that the powerful motive of fear of pain or physical deprivation is not available for use by sales managers. In an industrial society such as ours, the fear of physical deprivation becomes the desire for economic security. But few families face real physical need, and there are usually other jobs to be had, so do-it-or-else threats are more likely to arouse doubts about keeping the job, or other resistance, than to lead the salesman to exert greater effort.

Another important qualification is that output is often increased more by reducing friction or resistance to the application of effort than by generating more power. Resistance can usually be reduced by giving a salesman better methods, tools, and help in allocating effort more productively; and, further, by personal supervision which affords adequate communication, participation, knowledge of what is expected, consistent emphasis, general atmosphere of approval, and assurance of ability to do the job and to do it proudly. But it is not the purpose of this article to treat friction-reduction, or financial compensation systems.

Instead, attention is focused on fundamental motivations or needs, for some of which money constitutes one means of fulfillment. Until physical needs are met, money represents a satisfaction of them. Beyond this point, money (or merchandise) is mainly a means of living up to social expectations, demonstrating personal achievement, and seeking social approval.

The End






The Advertising Checking Bureau, Inc.

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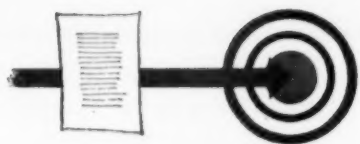
There's really nothing complicated about good business advertising. You just take your best sales approach  and feature it in the publications  read by worthwhile prospects in your best markets, so that it reaches a lot of them all at once—and often.

The only thing that's complicated is finding out, in advance, which sales approach  will work best with the prospects most important to you in each separate

market...



 ven that can be easy (for you) when you put our "ditch diggin'" sales investigators on the job to talk to your prospects and dig out the things they never tell your salesmen... what they really think about your products and your company... what they really want to know about products like yours.



Then, with much of the guesswork eliminated, we help you shoot the right sales message to the right bull's eye through

the right media. The Schuyler Hopper Company, 12 East 41st Street, New York 17, N. Y.

LExington 2-3135. "Ditch Diggin' Advertising that sells by helping people buy."

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THESE PRODUCTS TO SIMPLIFY YOUR GIFT PLANNING ➡



**For the Top of Your List
—Personalized Old Forester**

Entirely redesigned bottle and label, with recipient's own name imprinted. Matching presentation box for extra prestige.

**America's Most Desired Gift
Bourbon in Its 1957 Decanter**

Famous registered...bonded Old Forester, repeatedly chosen as favorite gift whisky in independent business surveys.

**Same Fine Old Forester
in Handsome Gift Wrap**

New in convenience, old in prestige. Brand name removable. Gift wrap or decanter same price as regular fifth.



Brown-Forman's new Business Gift Service helps your local retailer to provide large and small firms with the utmost convenience in prestige gift selection. Look for this emblem in your pre-holiday gift planning.



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Kentucky's Favorite Straight Gift Wrapped Early Times

America's best recommended straight, festively wrapped. Your choice of three different holiday color combinations.

For the Extra Special Gift Early Times in Holiday Case

Twelve fifths of the same welcome Early Times, in special Christmas case. Ideal for entertaining, as well as giving.

Old Forester • Kentucky Straight Bourbon Whisky • Bottled in Bond 100 Proof • Brown-Forman Distillers Corp. • At Louisville in Kentucky

Early Times • Kentucky Straight Bourbon Whisky • 86 Proof
Early Times Distillery Co.
Louisville 1, Kentucky

NOVEMBER 1, 1957

55

How to stock what you need, as you need it



The boss pounced on Louie when shipping was late
'Cause they ran out of stock just as business got great.



Now the boss is quite tame and Lou ships with success
He specifies shipment by **RAILWAY EXPRESS!**

The big difference is

Which do you think is worse, running out of stock or being overstocked? No question about it . . . they're both bad business!

To keep stocks evenly balanced—or to answer any shipping need—it pays to specify Railway Express. You get swift, dependable deliveries that are easy on your pocketbook. You get coverage no other company can match, for Railway Express reaches some 23,000 American communities! And now, with Railway Express' new *World Thruway Service*, you can ship to and from almost anywhere in the world! So, whether you're sending or receiving, here or abroad—always call Railway Express, the complete rail-air-sea shipping service.



How to Adjust to Your Boss

By FRED DeARMOND

Speaking of the president of his company—a small business—a sales manager friend remarked: "I've been working for Mr. Blank for 12 years. I don't fully understand him yet, but I believe I know the man better than I know my own father. You might say I've specialized in him."

Bosses, like the rest of us, differ of course. But there are a few traits that most of them have in common. One is this: Your boss thinks of your responsibility rather than your authority. He is interested in your function in the organization. He is not interested in your status or title. The first rule for getting along with him, then, is to . . .

Practice Self-Effacement

Every junior executive is the better off if he can acquire some of that "passion for anonymity" that Franklin Roosevelt wanted in his staff of administrative secretaries. Joe Bligh is justly proud of the fact that his business card identifies him as Assistant Purchasing Agent of his company. If you meet Joe under most circumstances he will identify himself by his title. But if you're introduced to him in the presence of his boss and ask what his job is, he will answer, "Oh, I help Mr. Olney in purchasing."

Many top executives bestow titles on subordinates, but resent it when those titles are taken seriously by the holders. They are like Franklin J. Lunding, Jewel Tea Co. chairman, who once remarked that if he found a manager in the organization heavily interested in his own title, "then he doesn't work here any more."

But while one's own title and prerogatives should be played down, the titles and prerogatives of others should be played up. Most executives

are proud of their status and jealous of the slightest encroachment upon it. The code of protocol in business is as unbending, in its way, as in the diplomatic or military service.

The smart deputy acts in the name of his principal whenever he can. His boss is sick and Jim Sudbury takes over as acting head of the department. He leans backward to keep Sudbury in the background and the regular department chief at the front.

Witness the example of Vice-President Nixon during the serious illness of President Eisenhower. Leadership was necessary and yet the constitutional status of the Vice-President had never been clearly defined in such circumstances. People looked to the Vice-President as a rallying center. He was besieged by the press for statements. Hostile critics were poised to make capital of his slightest miscue. Nixon kept himself under iron control in a delicate situation. He issued no statements on policy, reflected only optimism about the President's condition, and sat tight and watchful. Called upon by reason of his position to preside at meetings of the cabinet and the National Defense Council, he refrained from sitting in the President's chair.

A tactful subordinate renounces his natural pride of authorship. No executive wants to admit that his speeches, letters, memos, and magazine articles did not emanate from his own mind. In "The Man With the Gray Flannel Suit," Ogden impressed that point well on the hero, Tom Rath. "We don't write speeches for Mr. Hopkins," he said. "He writes his own speeches. We just help him."

Up to the limit of his authority a boss likes to feel that any action is his, done on his initiative. He wants

the credit for his division's accomplishment as a whole. And what's so wrong about that? When the result is a failure he knows he must shoulder it, too.

One of the ablest business writers on the American scene is practically unknown to the public. He has provided a reputation for vigorous public utterance to several top echelon executives of the large corporation that employs him. He is one of those geniuses of anonymity, an exceedingly valuable man to his company, and likely to be heard from importantly in the future. Since that is part of his strategy, we respect his anonymity here.

Frazier Hunt relates that after General MacArthur had assumed his post as Commanding General of the Department of the Philippines the well-meaning Adjutant General brought him rather proudly a heavy bound volume of mimeographed sheets. This, the A. G. explained, was a compendium of all the precedents established by former commanders of the department and could provide guidance in any circumstance that might arise.

MacArthur remarked that the book must have represented a lot of work. Then he asked how many copies had been made up, and was told there were six.

"Well," the General said, "you get all those copies together and burn every one of them. I'll not be bound by precedents. Any time a problem comes up, I'll make the decision immediately."

Plant Your Ideas Discreetly in the Boss's Mind

Suggestions from subordinates are welcomed by most good executives. But there are a few common-sense

Increased promotion budgets may be cheaper than unused machines and factory space.

Business Gifts

the whole family can enjoy

Take your pick from these two popular gift suggestions from Club Aluminum, makers of the finest in cast aluminum cookware. Whether you choose the colorful HOLIDAY set in stainless DuPont porcelain, or the famous HAMMERCRAFT set with its bright mar-proof hammered finish, you're sure to give a gift that will be long remembered, long enjoyed.



**Colorful 4-Piece
HOLIDAY Starter Set**

The finest in modern cookware. Bright decorator colors. Stainless porcelain finish. Packed in gift box. Set includes 1 1/2- and 2-qt. Covered Sauce Pans, 10" Fry Pan, 4 1/2-qt. Covered Dutch Oven (cover fits Fry Pan). Choice of Capri Turquoise or Hacienda Red. \$52.50 value.

Special retail **\$29.95**, price maintained. Items illustrated also available as individual pieces, priced from **\$6.95** to **\$10.95**. Write for information.



**Gift-Boxed 4-Piece
"Homemaker" Set**

Famous Club Aluminum *Hammercraft* cookware in beautiful gift-box display. Scientifically cast to cook perfectly, quickly, evenly. Marproof hammered finish. Set includes 1 1/2- and 2-qt. Covered Sauce Pans, 10" Fry Pan, 4 1/2-qt. Covered Dutch Oven (cover fits Fry Pan). \$26.00 value.

Special retail **\$22.95**, price maintained. Items illustrated also available as individual pieces, priced from **\$5.75** to **\$8.95**. Write for information.

There are dozens of other fine gift ideas in the Club Aluminum line—write for complete information and prices.

Club Aluminum
CLUB ALUMINUM
PRODUCTS CO.

1250 W. Fullerton Ave., Chicago 14

precautions about making suggestions that will go a long way to win hospitality for them.

1. Don't bombard the boss with suggestions. However good your ideas may be, there are limitations on the number that can be acted upon, or even considered. Otherwise an organization would be in a continual ferment of change at the sacrifice of reasonable stability and continuity. Observe the natural limits on his attention.

2. Don't advance your suggestions in the often transparent manner of an ambitious climber. Resistance will be encountered in the very degree that your selfish personal interest shows.

3. Don't remind the boss that this or that improvement stemmed from a suggestion by you. And never, never say, "I told you so!" when things go wrong.

4. Let the boss share in the authorship of your idea. Offer him a collaboration rather than a package deal. Preface your suggestion in some such way as this: "Something you said at your last meeting made me wonder if we couldn't reach the hotel trade. Do you think this would work...?"

All these injunctions add up to the fact that modesty commends itself to an executive. The only person to whom bragging is becoming is a star salesman, and even he will profit by restraining self-admiration. Let your boss have a monopoly on the exhibition of ego. That is one of his prerogatives.

Look for the Silver Lining

Optimism is appropriate when talking to a supervisor. So many complaints and troubles are carried up to him that he would be less than human not to appreciate an aid who builds up instead of tears down his hopes.

Some men in business seem to be in their glory as bearers of bad tidings. They should remember the custom ancient kings followed of beheading a courier who brought bad news. Even today executives sometimes secretly covet that power over fellows who rush to them almost exultingly to be first to spill bad news. Of course the boss needs to get the news, but try to see the bright side with it. Above all, have ready a concrete suggestion for bettering the situation.

When Chrysler's Lester Colbert was heading a war plant in Chicago he called his staff together and said:

"If I hear anyone say this plant won't be built, this engine won't run, this ship won't fly, or this plane won't win the war, I'm going to ask for his resignation immediately." W. K. Kellogg, the cereal manufacturer, summarily fired a sales manager who made the mistake of telling him over long distance phone that "Times are bad here right now; business is going to the dogs." Kellogg knew that even though the sales manager might be reporting the situation as he saw it, he was probably reflecting the same defeatist spirit to the salesmen, and through them to the trade.

Become a Good Company Man

A boss's passion for his company is to be compared with a U.S. marine's feeling for the Corps, a Notre Dame man's attachment to the football team, or an FBI agent's esprit de corps. He wants men who believe the company and its products are innately and everlastingly superior to its competitors. To get along well with him, try to share this feeling.

Whether one is in sales or production or design or whatever, if he wants to fit into the boss's world he should become aggressively competitive, always figuratively "spoiling for a fight" with some other company or brand.

There is such a thing as a corporate personality and the management man who hasn't sensed this personality is not yet really a member of the fraternity. "On our team we work so closely," said a Goodrich Rubber man, "that we know what each other is thinking." Individual thinking, yes—but company thinking, too.

So fierce is the loyalty of some executives to their company that they are reluctant consciously to adapt from a competitor. Another example from the tire industry comes to mind. In the early months of John Thomas's experience at Firestone he was attending a conference and started to tell how an operation had been performed at Goodrich where he had previously worked. "I don't want to hear how they do things the Goodrich way," Harvey Firestone interrupted. "Let's find our own best methods and that will be the Firestone way. If we copy Goodrich we'll never be better than second to them. And we're going to be first."

Any management man who changes from one company to another, especially if he is of mature years, has to curb his inclination to talk to his superiors about how So-and-So did it, since it suggests that he is not adaptable to new ways.

SALES MANAGEMENT

Neither a Yes Man Nor a No Man

Every management man has puzzled over what he should say when his boss is discussing with him business in the planning stage. There are a good many executives like Merle Thorpe, an editor of *Nation's Business* and later Director of Business Development for Cities Service Co., who have a habit of thinking out loud with a subordinate. It gives them a chance to formulate their thought in words.

One type is so keen on examining every cranny of a proposal under consideration that he will hardly permit a subordinate to agree with him. It is said that John D. Rockefeller, Jr., invites dissent, is impatient with easy agreement, and may take a critical view of a proposition just for the sake of getting both sides aired.

One large organization with which I'm familiar had an assistant to the president who won his job because he was a good no man, both to his chief and to others. The president could leave it to O'Brien to turn down a request or decline an overture deftly. He became a master of the neat brush-off. He could always be counted upon to utter a note of caution and to spot the bugs in ideas. But after several years in this post he fell into the habit of looking at the negative side of every proposal and trying to rationalize a "No" answer. The president found that although O'Brien had saved him from making a good many false moves, he was also missing some good ideas because O'Brien was barring the door. He found a place for him in a less strategic position.

While yes men, too, soon reach their maximum usefulness, it does pay to cultivate a considerable degree of pliability. The golden mean was suggested by a Sears, Roebuck man who told a reporter: "To get along with the General (R. E. Wood, at that time head man at Sears), you don't have to be supine, but it helps to be flexible."

Respect the Boss's Reticences

A peculiarity often observed in many top executives is that they don't like to be pressed by an aid. Sometimes they rather perversely prefer to withhold an answer. George Horace Lorimer's associates at *The Saturday Evening Post* learned not to push the chief for a decision. It irritated him to have his men reiterate a request or a suggestion that he failed to warm to. They were expected to sense an unfavorable response that he might be unwilling to voice.

The reason for this quirk is one for the psychologists to ponder. Men of exceptional ability, such as top executives, are often complex. Just as they are more careful than other men in regarding the sensibilities of others, so they themselves have to be studied to be understood. Perhaps they do not want to be fully understood.

Harry Bennett wrote that Henry Ford, Sr., was such a personality. One day he said to Bennett, his confidential assistant: "Harry, never try to outguess me."

"You mean I should not try to understand you?" Bennett said.

"Well, that's close enough."

Later, Bennett wrote, he realized that what Ford wanted was to have his men carry out his wishes without probing for his motives.

It's a false truism that big men are always simple and direct. Their thinking is not an open book. No man in history could speak or write more to the point than Abraham Lincoln, when that was his purpose. But under the surface his thinking and his motives were often intricate.

The moral for our purpose here is: Don't attempt to plumb your boss's mind and motives. Be slow to pass judgment on him, because he can probably see things that you can't see.

Keep It Impersonal

Sad endings to many a job have started with becoming "too thick" with the boss. Keep it impersonal. Genuine intimate friendships within an organization are rare except when the friends meet on a basis of equality. In fact, that is one of the conditions of true friendship. If you do golf or chess with your boss, keep business out of it. And say nothing of such contacts to your associates, because such relationships are bound to make a man less liked by his equals. The boss's "fair-haired boy" carries a heavy handicap in trying to win the goodwill of the rest of an organization.

Withhold something of yourself as well. Leave a few areas of reserve for your boss to guess at. In the words of that canny old medieval Spanish monk, Baltasar Gracian, "Display a bit of mystery about everything, and by it further the respect in which you are held. Even when you show your hand, escape the obvious. Purpose declared was never highly esteemed and commits itself to criticism in advance, and should it fail, the misfortune is doubled."

The End

This article is adapted from a forthcoming book by the author, to be published by Prentice-Hall, Inc.

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by sea



by air...



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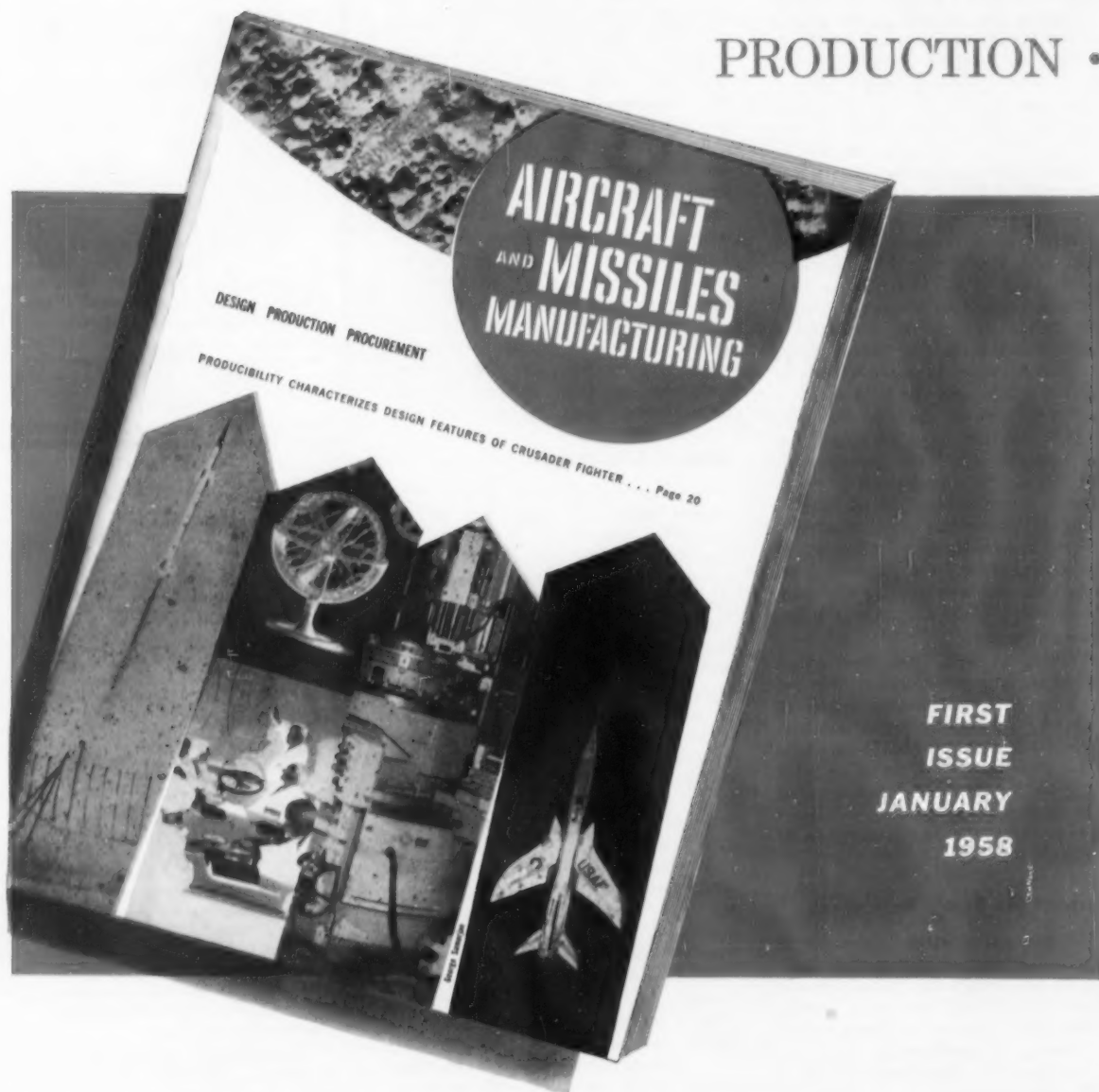
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SALES MANAGEMENT

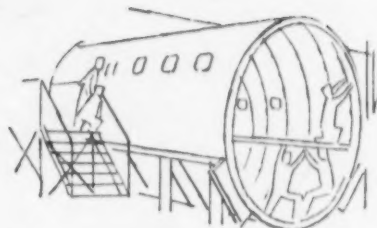
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Reach over 15,000 Chief Engineers, Production Engineers, Design Engineers, Methods Engineers, Structures Engineers, Reliability Engineers, Plant Superintendents, Metallurgists, Quality Control Engineers, Producibility Engineers, and other key men in this \$9 billion field.



AIRCRAFT AND MISSILES MANUFACTURING

will serve and influence these key men in companies manufacturing aircraft, missiles, power plants, parts—and their subcontractors. It will concentrate its circulation and editorial content *on this field alone*. Excluded will be airline operations, maintenance, airport operations, pilots and the like.

Extensive research has proved that aircraft manufacturing executives are eager to have—in the quickest, clearest and most authoritative forms—the vital facts on aircraft and missiles designs, production methods, and materials. They said they would welcome with enthusiasm a publication furnishing them

with information covering these subjects exclusively.


And—A.M.M. will fill this need!

The highly selective, controlled circulation of A.M.M. is especially important in today's market, where advertisers must get the most value for their promotional dollar. With A.M.M. you reach the key people important to you in the aircraft manufacturing field, without waste.

A.M.M. belongs in the No. 1 spot on the schedule of every company out to sell the *manufacturing* segment of the aircraft and missiles industry. For more information, use the convenient coupon. See current Standard Rate and Data for complete listing.

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☐ Please send complete information. ☐ Please have representative call.

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Company

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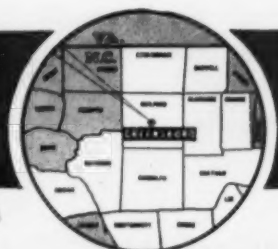


Brush up on some statistics and paste up some new sales records in Greensboro's 12-county ABC Retail Trading Area! This rich, diversified market has one-sixth of North Carolina's population and accounts for one-fifth of its retail sales. For clean, penetrating coverage use The Greensboro News and Record. Over 100,000 Circulation Daily — Over 400,000 Readers Daily!

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Here's a REAL Pocket Secretary . . .



just the thing to give to your customers as a good-will gift — or to your salesmen, dealers or distributors at meetings, conventions and other important gatherings.

Available in Genuine Morocco, Genuine Cowhide and Genuine Pigskin. With your ad stamped in genuine gold, it is a useful, continuous reminder of YOU.

Let us know the quantity you need — we'll send cost information promptly.

Minimum order — 25 pieces.

For sample of No. 921 as illustrated, send \$3.00 — rebated on receipt of an order.

ADVERTISING CORPORATION OF AMERICA
Manufacturers . . . Easthampton, Mass.



- It's used to introduce new products
- It can be mailed flat to prospects
- It can be carried in salesman's pocket
- It can be reused by recipient

The Stereopticon: It Sold Grandma on Gramp, Now It's Collapsible Sales Aid

Sales Promotion Section

It may not have been what grandpa preferred, but when he was courting grandma in the parlor, they got their kicks looking at stereopticon slides.

Well, fashions change and today's young lovers are digging rock 'n roll instead of the world's scenic wonders in the parlor—unless it's from the balcony of the Paramount.

Yet stereopticons are still around—in modern dress. And here's how folding 3-D viewers have been used to introduce four different kinds of new products.

J. Raymond Olive, sales promotion manager, Tilo Roofing Co., Inc., Stratford, Conn., reports:

"We did a great deal of research to determine the best way to properly introduce our new siding material 'Colorstone.' This product has such unusual gaining and application features in addition to its unique color treatment, the 3-D viewer and slides was considered the best way to demonstrate the different colors and available combinations. The reception among our customers has been so enthusiastic that we extended the use of this medium to pictures of all our other roofing and siding products.

"Each member of our sales force is supplied with a folding viewer and a wallet containing a set of slides. Many of the men use the slides as door openers to show the prospect what the product is before making an appointment for an actual demonstration of our materials. In other instances, our salesmen use them to help in closing the story to show the beauty of the finished product. Sales resulting from the kits have far exceeded our anticipation."

Paul Willson, Jr., president of Gernes Garment Co., Inc., Kansas City, says his firm uses viewers and

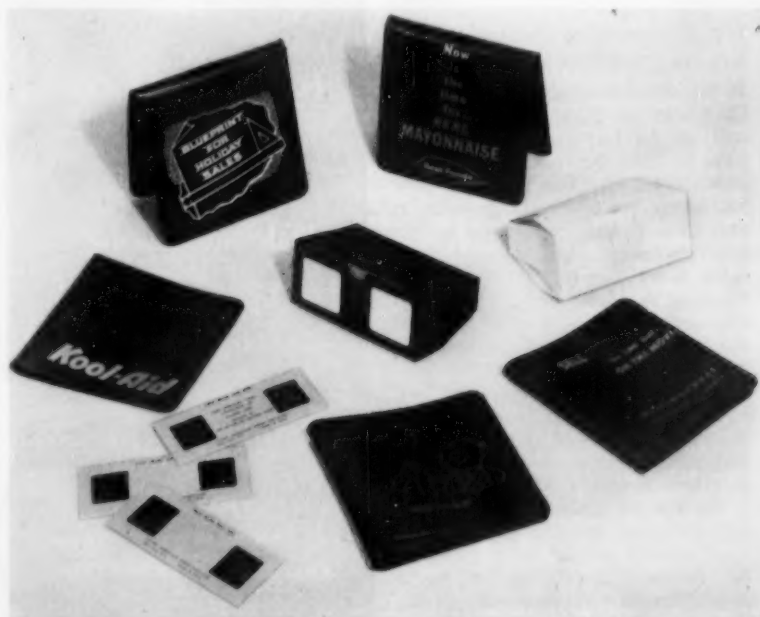
slides to announce its *Gay Gibson* line "Promotion of the Month" to dress buyers.

Previously, Gernes sent buyers a telegram each month describing the particular promotion and listing the order number. It was fine. It described the dress and told them what to order. Only one trouble; it didn't show the product. Now, Gernes mails slides to the buyers, showing the dress of the month in full color, 3-D. And when buyers are called upon by Gernes salesmen, the slides are again utilized.

Result: "The interest and response among our customers has been unexpectedly overwhelming where orders, in many instances, have been placed in bulk without the buyer actually seeing the dress itself."

Line Material Industries, Milwaukee, Wis., used the 3-D viewers in a three-part direct mail campaign which introduced a new fluorescent luminaire to prospects. E. F. Briesemeister, advertising copy supervisor, explains the campaign.

"Step one included the viewer plus three slides and an introductory note



BREAST POCKET 3-D: Shown above are the 3-D viewers which, when folded, are thin enough to fit in a pocket; they're mailable, too, in wallets, with slides.

*Dress
rehearsal*



NEW

Ekotape

If you're setting the stage for the "big sale" or planning a follow-up call on an important prospect, it pays to "run through your lines"—check your approach on a new Ekotape recorder. Ekotape with its professional quality, simple operation makes it easy to tape your sales story — record every cue! Ekotape catches every fragment of conversation, plays it back with the crisp clearness of the original.

New Ekotape is a practical sales tool... it can help assure a "sell out" on every performance. What's more, these tapes of successful talks and selling techniques provide an excellent library for sales training.

There's an Ekotape model that just fits your specific needs. Call your nearest dealer (he's listed in the yellow pages) and ask for a demonstration in your office. No obligation, of course.

R110

RECORDERS

Easy to use

Professional quality

Portable

ELECTRONICS DIVISION

WEBSTER  ELECTRIC
RACINE WIS

about the luminaire. A return post card was included in the event the recipient wanted additional information immediately. Step two dwelt on the comparative ease of installation. Here... four additional slides were furnished. Step three dealt with a member of the new fluorescent luminaire family, namely the shallow globe style, which had not been shown in either of the two preceding mailings.

"Our ultimate goal was to impress and sell the top or executive buyers of utilities and select municipalities. . . . The list totaled no more than 600 names. The general reaction was excellent. One large utility in Illinois came to us for facts and figures . . . and one large eastern contractor held up an entire lighting job until he could actually see what the new luminaire looked like."

The collapsible viewer mailed by Line Material and the other firms measures 4 1/2" square and, folded, is thin enough to fit in a breast pocket. It is made of heavy duty manila and the lenses are hand ground, polished glass. The viewer accepts any standard size slides and comes in a company personalized wallet-type case which also holds up to 12 slides. It folds into focus.

New Drug in 3-D

Smith, Kline & French Laboratories, Philadelphia, used the kits in conjunction with the introduction of sulfaethylthiadiazole, the first sustained release liquid medicine ever developed and the first use in the U.S. of a highly effective and safe form of sulfa.

One of the problems in introducing the product to the medical profession was illustrating that the liquid contained micropellets of sulfa, invisible to the naked eye. Doctors were first sent samples of the new product—brand name: "Sus-Pansion"—and literature describing it. Shortly thereafter, SKF professional service representatives called on them, armed with the viewer and slides.

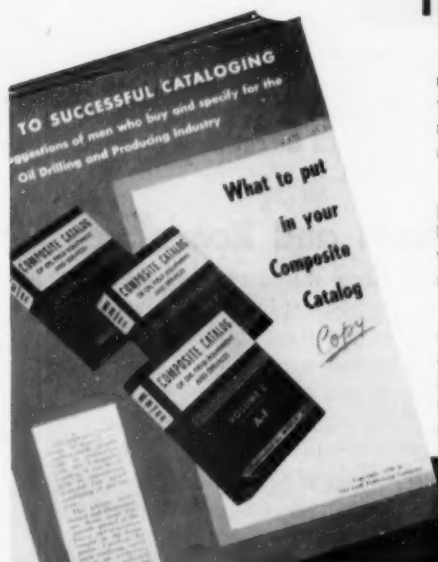
The slides were the first full-color stereoscopic photo-micrographs ever made in the U. S. They blew up the micropellets of sulfa large enough to prove convincing to doctors everywhere.

All of the above companies used viewers manufactured by the Taylor-Merchant Corp., New York. The viewers were produced by the firm's own factory in Japan ("We can get better lenses for a fraction of the U. S. price.") and the wallets and slides are produced by TM in this country.

The End

SALES MANAGEMENT

Get Your FREE Copy of the New Guide to Successful Cataloging TO THE OIL DRILLING and PRODUCING INDUSTRY...



It tells how to increase the effectiveness of your cataloging to the specialists who buy or specify 98% of the equipment and services used in the oil drilling and producing industry.

This concise fact book covers the 15 points most frequently quoted as the basic information desired by these men with the responsibility to compare, specify and buy.

It will show you how . . . frequently without additional expenditures . . . to make your catalog material more useful to these customers and prospects, at the specific times when buying decisions are made.

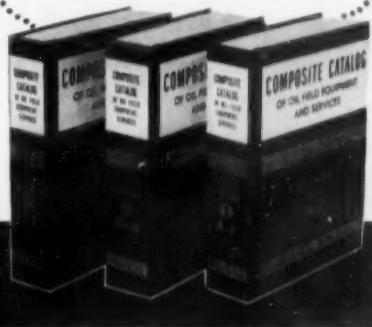
WRITE TODAY for your FREE copy of "A Guide to Successful Cataloging," or call the Gulf office nearest you.

COMPOSITE CATALOG

OF OIL FIELD EQUIPMENT
AND SERVICES

A Specialized Gulf Publishing
Company Publication

- Houston (18), 3301 Buffalo Drive, Jackson 9-4301
- New York (17), 250 Park Avenue, YUkon 6-6558
- Chicago (4), 332 S. Michigan Avenue, WAbash 2-9330
- Cleveland (15), 1010 Euclid Avenue, MAIn 1-3295
- Tulsa (3), 916 Enterprise Bldg., CHerry 2-9211
- Dallas (1), 518 Santa Fe Bldg., RIverside 7-7344
- Los Angeles, W. W. Wilson Bldg., HUngtinton Park, LUdlow 7-1219



Why is this famous case carried the world over?



Snapak by

SHELL

SCHELL LEATHER GOODS CO., INC.

Cincinnati 25, Ohio

Because smart businessmen know that the new, modern Snapak by Schell is tops for distinctive appearance, expert craftsmanship, and convenience. One side of this outstanding file case has three roomy pockets for correspondence or records. The other side is an open compartment for an extra shirt and toilet articles or for samples. A full center flap hides this compartment if the Snapak is opened during a business call. Also available with pockets on both sides. Made of handsome, durable, top grain cowhide . . . in a wide choice of colors, styles and sizes. Solid leather handles, patented safety lock and reinforced corners.



*work
out of it . . .*

live out of it . . .

Ask for Snapak at your favorite fine luggage shop or department store. Custom-built bags for your entire sales organization also available on request from your Schell dealer. Write us for name of your nearest dealer.

AN INVALUABLE DESK AID

This spiral-bound 12 page, card stock, 9½ x 12½ Executive Calendar has room for notations and shows appointments and deadlines a-month-in-advance, at-a-glance with calendars for the two past and the next four months on each page to aid in planning.

This is a limited edition—never sold—presented annually to our business friends. While the supply lasts, we will send you one *with our compliments* if you have a mailing list of over 10,000 names and if you will request the calendar on your business letterhead.

There is no obligation. No one will call. As long-established, highly-regarded mailing list brokers, we would like to send you a brochure describing how you can derive extra income from renting (not selling) your mailing list to important national magazines, book and record clubs, financial services and diversified mail order accounts—which meet with your approval.

Lewis Kleid Company

25 West 45th St., New York 36, N. Y.



Multiplex Presentation Panels

- for
- Sales meetings
 - Advertising presentations
 - Classrooms and libraries
 - Retail display of flat goods

Multiplex steel-framed panels have thumb-tack-board filters; sizes from 18" x 21" to 48" x 96"; floor, wall, and table models; office furniture colors. Send for complete information.

MULTIPLEX DISPLAY FIXTURE CO.

905-915 North 10th St., St. Louis 1, Missouri

Please send literature on Presentation Panels

0-57

Mail Promotion

By **JANET GIBBS**

**Sales Promotion and
Direct Mail Counsel**

Production Shortcuts and Economies

Planned production can cut costs! Know the purpose of your mailing, the effect you're looking for, your budget limitations—then call in your producers. Tell them what you want to accomplish; get their advice on how it can be done within your budget. Suppliers can give you a liberal education on production if you work with them.

There are many books available on production, but here we'll simply pinpoint economies that are valuable in direct mail preparatory work.

ART ECONOMIES: Your artist should know how the mailing will be used, the effect you want, the budget allocated. Before he starts to work on the job he should talk to your engraver and printer about the best method of reproduction. Get the artist to show you a pencil-rough visual before giving him the go-ahead signal—and do be sure the copy is right. Authors' corrections spiral cost unbelievably. You might also talk to him about the use of: photos instead of original art where possible; Ross board for illustrations, to give you a graduation of tone usually accomplished only with drawings—engravings made from artwork produced on Ross board are charged for as *line* copy; acetate for color separated drawings, to cut engraving costs materially; Velox prints.

PREPARATION OF COPY FOR OFFSET: For shortcuts, consult some of the books covering this in detail. Meanwhile here are a few dollar-saving ideas:

1. Some typewriters take a carbon attachment which will produce clean, clear copy for reproduction on direct-image offset plates.
2. Check into the Vari-Typer, an office composing machine which writes with interchangeable, different type faces and variable spaces. Many type faces are available, and production costs are low. The Vari-Typer is manufactured by Coxhead Corp., Newark, N. J.
3. Electric typewriters are also good for offset composition.
4. Foto-Type, individual characters (type) on gummed sheets, can be used for headlines or display lines. Made by Foto-Type, Inc., 1423 Roscoe St., Chicago 13, Ill.

For illustrations, decorations, etc., there are art scrap books available, just as there are stock photographs you can buy at low cost.

GIVE SALES A LIFT

Need a gimmick?
Use **advertising balloons**—
imprinted with your
sales message.
We produce and print,
give fast service
at low cost.
Write for details.

THE FAULTLESS RUBBER COMPANY
Ashland, Ohio



IDEAS

For Building Business with:

- BINDERS
- FOLDERS
- PRESENTATIONS

JUST PUBLISHED—116 pages, catalog
for every business need... **YOURS FREE**

Write Today

ELBE

ELBE FILE & BINDER CO., INC.
FALL RIVER, MASSACHUSETTS

IN N.Y.C. 411 FOURTH AVE.

ONE OF AMERICA'S LARGEST MANUFACTURERS OF LOOSE-LEAF PRODUCTS

DEPT. SM-1

Help Fill the MS*

- Research
- Clinics
- Patient Aid



*MULTIPLE SCLEROSIS

Sales Promotion Idea File

How to Build Repeat Business

One particularly effective method is to provide coupons or points for the person you're trying to influence, whether it's your own salesmen, distributors' salesmen, retailers or consumers. The more they sell (or buy), the more coupons they receive, redeemable in merchandise from a catalog. Once begun, such a plan can continue to produce business for many years, as people get into the habit of saving the coupons.

One of the leading suppliers in this field, Premium Service Co., Inc., has served some of its clients for 30 and 40 years!

Incentive plans are also being used as a means of cutting down absenteeism and improving safety records.

For a free copy of a new manual on how to use a premium coupon plan to build repeat business, write to Gordon C. Bowen, President, Premium Service Co., Inc., 195 North St., Teterboro, N. J.

Department Store Promotions Quadruple Hosiery Sales

Using a unique combination of local advertising, window displays, point-of-purchase material, fashion shows, give-aways, plus dinners and prizes for clerks, Manchester Hosiery Mills, manufacturer of Ironwear hosiery, has boosted department store sales to new highs, even in off-seasons.

Selling by the manufacturer is done on a "formula" basis, with stores increasing orders to receive a week-long fashion show, special mailing pieces, referral contest for all store personnel, and 72 pairs of give-away stockings per store per day. Actresses and models are provided by the manufacturer.

For a complete report on this successful technique, write to Lawrence B. Marks, Advertising & Public Relations Director, Manchester Hosiery Mills, 350 Fifth Ave., New York 1, N. Y.

By **LARRY SCHWARTZ**

President
Wexton Advertising Agency

Florida Tie-in Available

Hollywood Beach Hotel, Hollywood by the Sea, Florida, is available for photos, use of the pool, beach or country club, including golf, on a tie-in basis. Contact is Howard Ganek.

Film Producer Delivers Bonus Audiences

Hartley Productions, Inc., 339 East 48th St., New York 17, N. Y., guarantees at least 200 telecasts of the color-sound motion picture they produce for you. This company estimates that each of the industrial, travel and public service films it produces gets a bonus of 40 million women viewers on TV, plus 5 million more viewers in schools, clubs and clinics. More details on request from Alan R. Ackerman at Hartley.

Easy New Way to Convert Standard Package to Seasonal Package

Special sales, combination offers, seasonal gift appeal are easy to feature on your regular package with new Stick-Wrap wrap-around which adheres to itself. When promotion period is past, retailer takes off the wrap-around and your regular package is still on inventory. Ask Walter J. Ash, Sales Manager, Consolidated Lithographing Corp., Carle Place P. O., Long Island, N. Y., for samples.

Worth Writing For

Multiple Packaging News is published four times a year, features case histories and pointers on multi-unit packaging. Free subscription available from Wm. L. Dempsey, Jr., Container Corporation of America, Philadelphia 27, Pa.

How and when to use lithographed metal containers are discussed in

SALES MANAGEMENT

handsome new manual, *Merchandising Magic*. Write to Frank White, General Sales Manager, J. L. Clark Manufacturing Co., Rockford, Ill.

Packages made with unique new polyvinyl film dissolve readily in warm water, releasing their contents automatically. Write to Mono-Sol Corp., 407 County Lane Road, Gary, Ind., for free copy of booklet, *Polyvinyl Alcohol Film*.

For free subscription to "The Able Labeler," a quarterly newsletter of fresh ideas on labeling, write to Allen Hollander Co., 385 Gerard Ave., New York 51, N. Y.

Office Personnel Can Provide Valuable Leads

General American Life Insurance Co. devised a Home Office prospecting plan to give salaried people a feeling of more stake in the company's progress. Prize points were awarded to home office workers who submitted names of friends, family members, personal contacts, who ultimately purchased insurance from the company. Employee publication, cafeteria, lobby and bulletin board displays, were used to plug the plan. "President's Prospectoscope Club"

was established for those whose leads led to \$25,000 or more of volume. Hundreds of thousands of dollars have been added to company sales. For samples of plan materials write to Carol R. Schott, Manager, Advertising, General American Life Ins. Co., 1501 Locust St., St. Louis, Mo.

How to Sell Merchandise In a Plane

Here's creative selling at work. Capital Airlines serves meals on unbreakable Holiday dinnerware by Kenro. Kenro arranged to distribute a brochure in the airline packet behind each passenger's seat. Coupon in the brochure requests details on how to buy the dinnerware. For a sample of this selling brochure, write to Kenro Corp., Fredonia, Wis.

Courses Tailored to Your Needs

New York University will set up a course on literally any phase of business, from production planning to sales training, and supply outstanding authorities as lecturers. For information, write to Aaron Feinsot, Director of Office of Special Services to Business & Industry, New York University, 6 Washington Square, New York 3, N. Y.

CHECK LIST FOR

Catalog Builders-

Give your customers the kind of catalog they like to use. Give them the kind they like to look at.

Make your catalogs:

✓ LOOSE-LEAF
easy to add or remove pages

✓ DURABLE
to stand handling

✓ FLAT STACKING
for neat desk piles

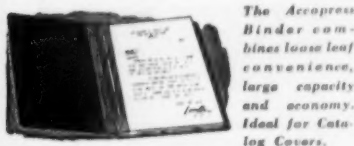
✓ FLAT OPENING
easier handling, easier reading

✓ EXPANDABLE
for adding new pages

✓ ECONOMICAL
quantities cost less

ACCOMPRESS BINDERS for your catalog covers give you every feature for more "Sell"—plus all the appeal you can add with color, embossing or printing.

Write us, or ask your stationer to show you the complete Acco line for keeping papers together in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder. Insert a new Acco Fastener and the Folder is ready for another year's filing.



ACCOBIND folders

ACCOMPRESS binders

PING-PRONG binders
(for marginal multiple punched forms)

ACCO clamps

ACCO punches

THE ACCOWAY SYSTEM
(for filing Blueprints and all large sheets)

and other filing supplies

ACCO PRODUCTS

A Division of NATSER Corporation
Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto

EDSEL

sells with **DUKANE**
AUTOMATIC
sound slidefilm projectors

To introduce the new addition to the Ford family of fine cars, Edsel, like hundreds of American industries, large and small, chooses the DuKane Micromatic. For solving sales and training problems of all kinds, the compact, portable Micromatic provides perfect coordination of sound and pictures, automatically.



"micromatic"

- automatic film advance, triggered by "silent sound," always perfectly timed
- automatic rewinding with DuKane's exclusive "inside-out" film cartridge . . . the film is immediately ready for the next showing
- desk-top or big-screen projection . . . the carrying case has its own built-in screen for viewing by small groups

Please rush the facts on the new "Micromatic."

DuKane Corporation, Dept. SM-117
St. Charles, Illinois

NAME _____

ADDRESS _____

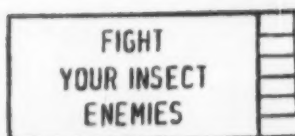
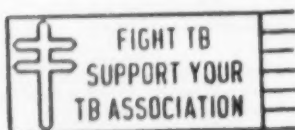
CITY _____

STATE _____

FIRM _____

First in automatic sound slidefilm projectors

Sales Promotion at Work



Postmark Advertising

Postage revenue from metered-mail has passed the billion-dollar market and accounts for nearly 47% of all U. S. postage intake. About 75,000 firms use not only metering, but postmark advertising as well. (Information from Pitney-Bowes, Inc., manufacturer of postage metering equipment.)

The wonder is, not that so many use postmark advertising, but that the number isn't larger. It's inexpensive, the plates usually costing only \$10 or \$15 apiece, depending upon size. Even though many executives rely upon others to open their mail, the over-all exposure (or circulation) of envelopes is large. There's no yardstick for measuring the effectiveness of the "miniature billboards," as postmark advertisements are sometimes called, but it is significant that more and more firms are using them in more and more imaginative and ingenious ways.

That this form of advertising is still in its infancy may be assumed from the fact that comparatively few companies have definite policies regarding it. Sometimes it is the responsibility of the advertising department, sometimes sales promotion—and sometimes it's anybody's baby, depending upon expediency. "We supply plates at half-price to our branches and other operations," is a typical comment. (Others assume full responsibility for expense—while some pass on all costs to the operations, including dealers.) "We are glad to have our distributors and dealers use this advertising, but we do no more than suggest it." When it is "promoted" by headquarters, it is usually through a bulletin or page in a promotional kit or portfolio, or through a mat-book.

Companies use postmark advertising both for institutional and product promotion. Sometimes these are company-wide promotions, and sometimes they are concentrated among dealers. Industry-wide promotions, usually sparked by associations, are growing in importance. Anniversaries, trade fairs and other special events are good subjects for postmark promotion.

Do's and Don'ts

Keep art, layout, lettering simple and sharp. Forget detail.

Use line illustrations, not too thick nor too fine; about 2-point is good. Avoid screening, wash effects, solid blacks.

Draw illustration with black India ink on white paper or illustration board, about 3 times actual size of printed ad.

Keep copy as brief as possible. You don't need company name or trademark in postmark, if already included in return address.

Ad must not contain data, text or designs that could be confused with regular postal markings; no circles resembling postmarks nor numerals that could be confused with postal rates.

Slogan or message should not touch upon political, sectarian or controversial issues.

Ad must be in good taste, not defamatory nor otherwise objectionable to most people.

The size of the advertisement is governed by model of postage meter used.

There are ways of using postmark advertising even on small-size envelopes, by arrangement of return address. (Pitney-Bowes can give suggestions.)

75,000 Users

PRODUCT PROMOTION. *Cummins Engine Co.:* Specify CUMMINS DIESELS For Your equipment. *Procter & Gamble:* (with drawing of Cheer package) "Washes Clothes Cleaner, Whiter." *H. G. Horton Co.* (food broker) "Superb foods you can bank on." *Colgate-Palmolive Co.:* "HALO Glorifies Your Hair!" (bottle shown). *Hotpoint Co.:* "Live Better Electrically with HOTPOINT."

INDUSTRY PROMOTION. The Institute of Life Insurance Co. used this metered slogan to tie in with the association's 1955 advertising campaign: "When someone's counting on you . . . you can count on life insurance." About 1/6 of member companies asked to buy plates with same slogan and some are still using them. *Steel* companies are using wreath-bordered oval bearing phrase. "STEEL CENTENNIAL 1857-1957." The *Advertising Specialty Natl. Assn.* puts its seal (metered) on envelopes.

MERCHANDISING RADIO AND TV PROGRAMS. *Kraft Foods Co.:* "Enjoy KRAFT TV THEATRE." *Du Pont:* "DU PONT CAVALCADE OF AMERICA."

ANNIVERSARIES. *Beech Aircraft Corp.:* "Beechcraft 25th ANNIVERSARY." *Clairol Inc.:* "25th ANNIVERSARY CELEBRATION" (with 25 in a circle). *General Motors:* "General Motors Builds Its First 50 Million Cars." (figure 50 stylized in conformance with symbol of the promotion). *Street & Smith* for its centennial used a metered seal design with a drawing of a woman seated at a spinning wheel.

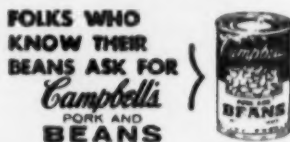
DEALERS. *Buick Motor Division* of General Motors: "Big Thrill's BUICK," 2 sizes shown in mat book, offered to dealers at \$10 and \$15, according to size.

PUBLIC SERVICE. Many companies use given percentages of metered postmarks publicizing good causes, such as: "PRAY FOR PEACE." "HIRE THE HANDICAPPED." "GIVE — MENTAL HEALTH FUND."

CASE HISTORIES

CAMPBELL SOUP CO., Camden, N. J.

Slogan plates, changed about once a month, feature various products. Examples: "It's Good and Good for You!" followed by an arrow pointing to a can of V-8. . . "Folks Who Know Their Beans Ask for Campbell's Pork and Beans," with drawing of can of beans. In the current series the word "Campbell" written in typical logotype script is shown beside the product. Company also uses public welfare slogans advocating Civil Defense, Voting, etc., says R. M. Budd, Director of Advertising.

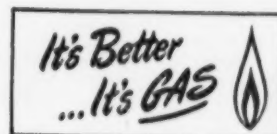


JONES & LAUGHLIN STEEL CORP., Pittsburgh, Pa.

This is the story of tying in the company postmark advertising with a change in the corporate trademark (to a stylized "J" and "L") a little over a year ago, according to J. H. Gardner, Administrative Assistant, Public Relations and Advertising.

A call went out to all departments, plants and divisions, to determine use of postage meter machines and to get model numbers. A study was made to determine products and themes suitable for this medium. Artwork was prepared. Plates were suited to location and use. For example, for the Electricweld Tube plant, the only plate ordered was one showing the product made. A full set was ordered for the general offices. Shipment was made directly from Pitney-Bowes to individual locations, which had already received instructions regarding the use of plates. New plate designs will be fed into existing machines in the same way. Company recommends

TUBULAR PRODUCTS



changing plates at intervals of from one to six months.

Most of Jones & Laughlin's current postmark advertisements have small line drawings, in addition to the corporate trademark. For example, one featuring "Jalten" high strength steel shows applications—vehicles of three kinds. Another shows wire products, and another "Permaset . . . Preformed" Rope and Wire. The Company is also using the industry's Steel Centennial design and such public service slogans as that for the United Fund.

only United Van Lines

**gives you these
important extras!**

Pre-Planned Service

United "lightens the load" on busy Traffic Managers and Transportation Officers by relieving them of many details connected with personnel transfers. Pre-Planned service is the modern moving method that minimizes upset and confusion...eliminates last-minute delays. Your personnel are assured of a smoother, easier, more pleasant moving day.

Sanitized® vans and equipment

Even the most delicate household goods are safe and secure in a United Sanitized® van. Sanitized® is the hygienic process used exclusively by United to inhibit and retard harmful mildew, mold, bacteria and unpleasant odors. It's an extra United precaution to make certain fine furnishings arrive "Daisy Fresh" at destination.

Bette Malone moving consultant

Want facts about the city to which you're moving? It's schools, churches, industries or recreational facilities? Need advice on packing? Are you faced with any unusual moving problems? If so, you can get the help you need from Bette Malone, United's noted woman moving consultant. Simply address your request to Bette Malone, Dept. SM, United Van Lines, Inc., St. Louis 17, Missouri. No cost or obligation.



for moving with care
everywhere... find the
United Agent in the
yellow pages of your
Telephone
Directory



EXECUTIVE SHIFTS IN THE SALES WORLD

ABC Television Network . . .

Dean D. Linger appointed director of advertising and promotion.

Acme-Hamilton Mfg. Corp. . . .

Henry C. Heine joins firm as sales manager for industrial rubber products.

Benjamin Electric Mfg. Co. . . .

A. E. Swedenborg named v-p sales.

Bon Ami Co. . . .

J. Kenneth White appointed v-p in charge of advertising, marketing and selling operations.

Curtis Publishing Co. . . .

John L. Naylor becomes general sales manager of *The Saturday Evening Post*.

Dictaphone Corp. . . .

Harold B. Clark upped to sales promotion manager.

Dr. Pepper Co. . . .

Herbert Ward appointed sales manager.

Ford Motor Co. . . .

R. J. Fisher named marketing manager for Mercury cars; R. R. Nadal becomes Lincoln marketing manager.

Heinz (H. J.) Co. . . .

John M. Ashcraft given new post of sales promotion manager, hotel and restaurant products.

International Business Machines Corp. . . .

James E. Swaine, Jr., appointed sales manager, supplies division.

Kiekhaefer Corp. . . .

Nick Susnjer appointed national sales manager. Richard M. Cors, new national marketing director.

Olin Mathieson Chemical Corp. . . .

Elmer M. Richardson joins firm as director of marketing for Olin Aluminum.

Thermoid Co. . . .

John H. Scherer appointed v-p and director of marketing and sales.

Time Inc. . . .

Robert T. Elson made general manager of *Life Magazine*.

SALES MANAGEMENT

Six Steps to Successful Selling



■ MORE ADVERTISING HERE MEANS

■ MORE SALES TIME HERE

The basic function of industrial advertising is to help the salesman get the order in fewer calls—thus lowering the cost of selling.

McGraw-Hill Publishing Co.
INCORPORATED



330 WEST 42ND STREET, NEW YORK 36, N. Y.



How to have factories in every city...ship United!



Electric motors being loaded aboard DC-6A Cargoliner are checked by United's W. S. Emrich and Reuland's W. L. Johnson (right).

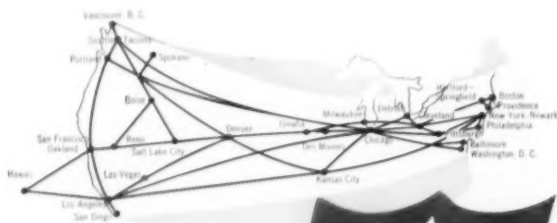
Reuland Electric Co. makes electric motors, many on special order. Reuland's reputation for prompt delivery is known coast to coast. "Our customers couldn't get better service if we had factories in every city," says Reuland's Western Div. Sales Manager, W. L. Johnson. "As it is, the motors are made to order here in Alhambra, California, shipped overnight by United Air Freight."

Shipping United has important competitive advantages for companies like Reuland: wider markets, lower inventory, savings in packaging and insurance. Plus guaranteed space dependability (Reserved Air Freight), door-to-door service, modern cargo handling procedures, round-the-clock flights featuring the world's fastest passenger and all-cargo planes. Ship United!

Examples of United's low Air Freight rates

	per 100 pounds*
CHICAGO to CLEVELAND	\$4.78
NEW YORK to DETROIT	\$5.90
DENVER to OMAHA	\$6.42
SEATTLE to LOS ANGELES	\$9.80
PHILADELPHIA to PORTLAND	\$24.15
SAN FRANCISCO to BOSTON	\$27.00

*These are the rates for many commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.



Door-to-door service

SHIP FAST...SHIP SURE...SHIP EASY



For service, information, or free Air Freight booklet, call the nearest United Air Lines Representative or write Cargo Sales Division, United Air Lines, 36 South Wabash Avenue, Chicago 3, Illinois.

"Whys" Behind New Union Contract

WHAT REAL ESTATE SALESMEN SOUGHT

1. No more part-time salesmen in real estate.
2. A drawing account of \$300 a month for more stability in income.
3. Teamsters' health & welfare plan for salesman and family.
4. Guarantee that salesman will get 50% of commission on sales of houses carried by multiple-listing bureaus.
5. Guarantee of commissions on deals in process at time a salesman leaves a brokerage firm.
6. Prompt payment of commissions—by fifth of following month.
7. No "house deals." Commissions on sales by broker to be divided among salesmen.
8. Maximum six-day week.
9. Holidays to be recognized.
10. Teamsters' pension plan.
11. Union shop.

WHAT THE UNION CONTRACT PROVIDES

1. Brokers to have only "full-time salesmen." Drawing account makes part-time salesmen uneconomic.
2. Drawing account of \$200 a month. Also, two-weeks dismissal notice.
3. Brokers pay \$10.40 a month for health & welfare for salesman and family.
4. No change in method of figuring commission but procedure is spelled out. Also, before broker takes on any new multiple-listing bureau he will negotiate with salesmen on how commissions are to be divided.
5. Written provision that commissions earned will be paid even after termination of employment.
6. Commissions to be paid by 10th of following month.
7. Broker with not more than four salesmen may keep normal salesman's commission on sales he himself makes. Broker with more than four salesmen to divide half the commission from his own sales among all his salesmen.
8. No salesman to work more than six-day week. But many offices, prior to contract, were on five-day week.
9. Brokers to close offices and hold no open houses on Easter, July 4, Thanksgiving, Dec. 25.
10. No pension. But if real estate commission is increased during two-year contract, brokers will at once negotiate for pension plan.
11. Union shop. Salesmen must join in 30 days.

More Salesmen Join the Union

- What are implications for selling in new Teamsters local?
- How do salesmen feel about goals of their new union?
- What is management trying to do about unionization—now?

The working conditions sought—and won—by Seattle real estate salesmen suggest what can happen when salesmen with long unsettled grievances turn to a labor union for help.

For a number of years a group of real estate salesmen in the Seattle area has been chafing over working conditions and methods of compensa-

tion. Primarily these were salesmen for a few large real estate firms handling mainly residential properties and characterized by big volume and rapid turnover.

Salesmen in this highly specialized segment of real estate complained that part-timers, such as housewives working week ends and firemen working

on their days off, skimmed the cream when business was good. Salesmen differed with their brokers (employers) on how commissions should be divided in certain complex deals, such as where listings were obtained through a central listing bureau. They complained that some offices were slow paying commissions that the of-

Let's not talk ourselves into a recession.

See Editorial, page 7

fices had already collected, and that sometimes salesmen who left a firm did not receive commissions on sales that had been completed before the salesman left but where final papers had not yet passed. Salesmen talked, too, of "lack of security" and high turnover among their ranks.

As one salesman who later became a leader in unionization remarks, "It was not any one big thing that bothered us. It was a series of small things, one after another, where we were unable to bring about a correction."

Today the salesmen have an answer. They have organized a local in the Teamsters Union, have signed a contract with the three largest brokers who handle primarily residential properties in the Seattle area, and now are out to organize other real estate offices. This is the first time the Teamsters have taken in real estate salesmen, and as far as known, is the only union contract in the country covering real estate salesmen.

Real estate brokers at first were inclined to pooh-poo the rumbles of a union. Brokers in small offices with close working relationship with their men insisted they had no problem, and, it later developed, these brokers were surprised to find the types of problems that had arisen in certain large offices where the union made its start.

Brokers point out now that the union has gained a foothold by concentrating on a small segment of the real estate business which happens to have the largest offices but which is not typical of the rest of the business. The Seattle area has between 400 and 500 real estate brokers, each with an office. These offices together have, it is estimated, about 1,200 salesmen. The Seattle Real Estate Board reports that only a dozen offices have more than 10 salesmen each. The first three offices which signed with the union—MacPherson Realty Co., Benton's Realty Realtors, and Picture Floor Plans—have a total of around 155 salesmen.

Efforts to form a union go back a half-dozen years. A group organized what the salesmen now refer to as a "semi-company" union, paid dues for a time, tried to affiliate with the Central Labor Council for support but not being a member of the American Federation of Labor was turned down. When it came to negotiating with the brokers, the union got nowhere.

Some time later a group of salesmen affiliated with the AFL Independent Office Workers Union. They, too, paid dues and this time the salesmen affiliated with the Central Labor Council. But when they tried to negotiate a contract, they flopped.

One broker recalls now the organizer who called at his office several years ago, "a character in a green velour suit who was a racketeer if I ever met one, and told us to join up or be shut up."

Early this year the salesmen, primarily in one particular office, still groping for some way to gain strength in dealing with brokers, went to the Teamsters, not once but a half dozen times. At first they were turned down as outside the scope of the Teamsters, even though the Teamsters have a local for automobile salesmen, formed

"The economy is on a slight plateau, and moving sideways, pausing to consolidate gains; then we'll move forward again. This is not the time to decrease advertising and marketing expenditures." Harry A. Bullis, Chairman, General Mills, Inc., October 15.

prewar to handle quite similar grievances and conditions.

Finally the salesmen talked to Frank Brewster, then International Vice-President, who also headed the Western Conference of Teamsters. Brewster listened, made his own check of the salesmen's complaints, then said he would take in the salesmen.

The union began with 150 members, organized into Real Estate Salesmen Local 154A, a division of the Trucking & Equipment Clerks, Report Clerks and Clerical Employees Local Union No. 154. The salesmen pay an initiation fee of \$10 plus dues of \$4 a month, though there has been talk of pushing the initiation fee substantially higher.

The salesmen offered the brokers a proposed contract to which brokers objected strongly. "The brokers feel that we are attempting to tell them how to run their business," one of the key salesmen in the new union reported. "We assure them we are not trying to put them out of business but to make it more uniform among

various offices and to provide minimum standards for everyone in the industry.

"We think that if these brokers—and we have had some of them admit it—would let us help police the industry through the strength of a contract, we could clean up a lot of the abuses."

For real estate salesmen, the Teamsters contributed two vital elements that had been lacking in previous efforts at organization: guidance and staff. Salesmen learned from the Teamsters how to go about organizing and how to negotiate a contract. The Teamsters also made staff available to help in organization and negotiation, including Don Ellis, secretary-treasurer of Local 154, and Samuel B. Bassett, Teamster attorney who concluded the negotiations and signing of contracts. Brewster himself attended the first meeting on negotiations.

But even after details on a tentative contract had been worked out between salesmen and brokers in the three firms, agreement to sign did not come until the salesmen-Teamsters began to exert economic pressure. One of the negotiators for the brokers reported later:

"We were within 10 minutes of having pickets posted around our offices. The signs were printed. The schedule of picketing was set up. What could we do? Who wants to take on the Teamsters? With no outside financial support, how long could we face them?" Well before negotiations had opened, the Teamsters took the routine step of obtaining approval of the Central Labor Council to place the three brokers on the unfair list so that other unions would respect the Teamsters picket line if one should develop.

With the three big residential brokers signed, the Teamsters announced that they would extend organization at once to four other residential brokers in the area. Meantime the Seattle Real Estate Board launched a program "to resist any coercive unionization of the real estate profession," and one of the three brokers who signed the first contract remarked: "Some people are worried now who would not help before." Another, close to the Seattle Real Estate Board, explained, "It was not possible to get real estate brokers to see what was happening until the situation was actually upon them."

Brokers who have long been in the

The boom-bust cycle can't happen any more.

real estate business ask now how far the organization will extend. They raise basic questions about the contract itself. Some sections, they insist, amount to no more than propaganda; other sections need definition and clarification. (How, for example, they ask, do you apply the full-time salesman rule to the top-notch who may work only two or three days a week yet will pull down better than average earnings; or the salesman who out of choice works nine months without time off, then takes three months off?)

Beyond this, brokers ask how a labor program that grew out of the problems in one special type of office—the high volume, rapid turnover residential sales office—can be fitted to so diverse and complex a business as real estate, ranging from small residential firms to large downtown offices that specialize in commercial, industrial and other income properties. (The union counters that because commissions on commercial transactions are larger, the need for a contract between broker and salesman is greater.) Brokers speak, too, of personal and professional relationships built up over the years with clients—relationships that can not be transferred arbitrarily from salesman to salesman.

Board to Arbitrate

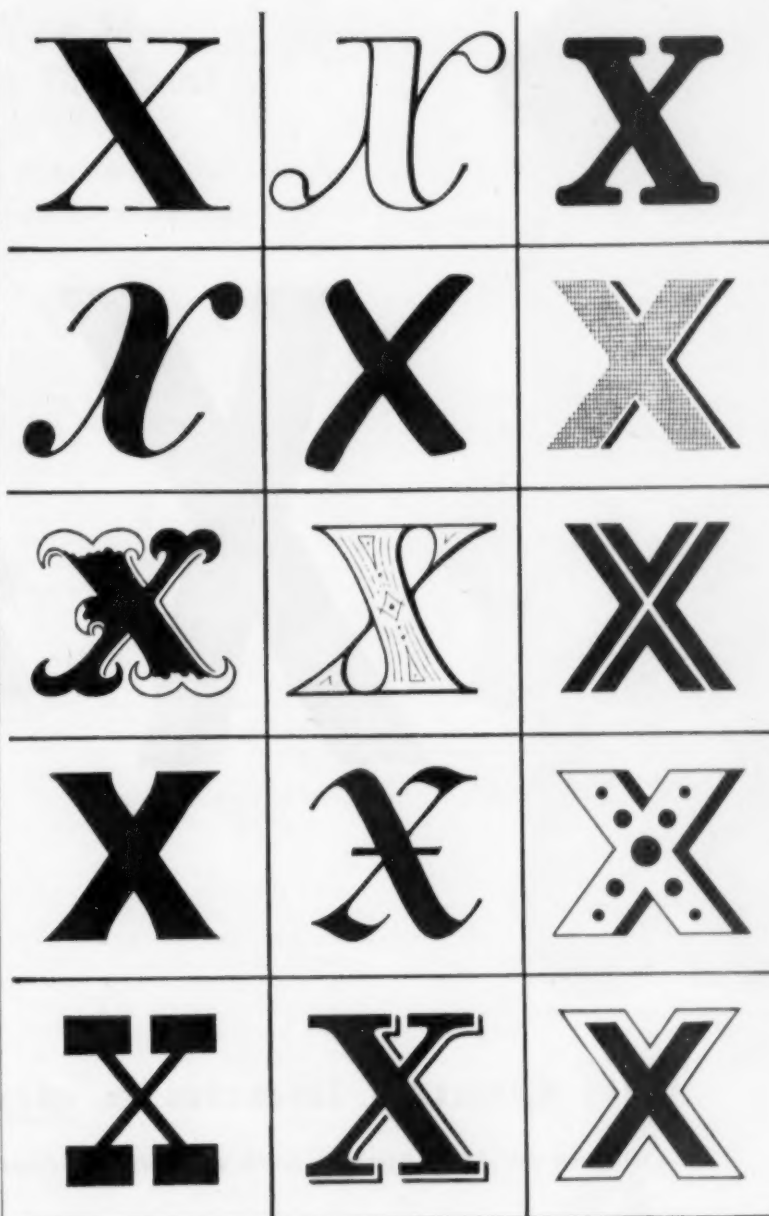
The new program of the Real Estate Board is directed not at the union but at increasing the professional status of the salesman and of educational work that will help a man grow in capacity. The Board also has launched a real estate salesman's division that this fall had close to 250 members, and it created an arbitration procedure that uses panels consisting of three brokers and three salesmen to handle disagreements.

Other changes are in the offing. A panel discussion at a Board meeting in October brought expression of the need for a complete revision of the real estate license law at the next session of the legislature. Repeatedly there was recognition, too, of need for written understanding between broker and salesman to cover exactly how much the commission would be on various types of sales, and when it was to be paid.

One broker summed up the transition that the industry is going through: "We are practically going to have to overhaul the industry to keep the good people we have and to attract new ones."

Meantime the Teamsters Union, having gained a foothold, is pushing for new members and additional contracts.

The End



What does "X" mean to you?

- ☐ The unknown
- ☐ Kiss in a love letter
- ☐ Multiplication sign
- ☐ Where the treasure is buried
- ☐ Last letter in "Sex"
- ☐ Railroad crossing
- ☐ Legal signature

And now, for a modern "X" that expands your vision of the future,

TURN TO THE NEXT PAGE... →



X



Mr. Claus leads a double life

...thanks to Air EXpress with eXclusive door-to-door delivery!

The gentleman in the red suit calls on the toy industry before August. But one smart manufacturer discovered how to eXpand his selling season *almost to the night before Christmas!* While competition slacked off, he sought and delivered new orders...he refilled old orders... *overnight, anywhere in the country!* It was like adding an eXtra Christmas season. And it was done by using Air EXpress, the only complete door-to-door air shipping service to thousands of cities and towns.

You can eXtend *your* selling season in eXactly the same way. No matter what you sell, Air EXpress eXpands your freedom of action. It gives you all America or any part of America, overnight. It puts at your command 10,212 daily flights on America's scheduled airlines, 13,500 trucks (many radio controlled), a nationwide

private wire system, 42,000 trained personnel. Yet Air EXpress is ineXpensive; for instance, a 10 lb. shipment from Chicago to Kansas City costs only \$3.14 with Air EXpress — \$2.01 less than any other complete air shipping method.

EXplore all the facts. Call Air EXpress.

**AIR EXPRESS**

GETS THERE FIRST via U. S. SCHEDULED AIRLINES

CALL AIR EXPRESS...division of RAILWAY EXPRESS AGENCY

Are All of Your Men As Creative as This One?

Now Flintkote is marketing its flooring materials through building suppliers, because a media man saw opportunity

One of the display booths at the National Retail Lumber Dealers Association's Building Products Exposition in Philadelphia Nov. 4-7 will feature a "new" line of adhesives for fastening down floor tile, putting up wall panels, cementing acoustical tile, and other home building and remodeling uses. But these adhesives will be new only to the retail lumbermen delegates. Most of the products have been manufactured by The Flintkote Company's Industrial Products Division for years, but until now have not been available through this retail channel. Flintkote's adhesive customers were pretty well limited to factories, large development builders, commercial buildings and institutions.

Today, thanks to the efforts of a handful of sales and advertising executives at Flintkote, plus the initiative and wide knowledge of the building materials industry on the part of an advertising space salesman of *Building Supply News* magazine, Flintkote has "a wildcat by the tail."

To handle this "wildcat," W. Leon Harper, general sales manager of the Industrial Products Division, has tackled the tremendous job of retraining a sales force accustomed to calling on big industry only. Don Holmes, advertising manager for Industrial Products, expects a 100% increase in sales of Atlas Builders Adhesives within a year by making them available to the light construction industry and home handymen.

Probably the story actually started when *Building Supply News* eastern manager Harold J. Sugarman happened upon an advertisement in *Flooring*, a business magazine for flooring contractors. It was an ad hailing the virtues of Flintkote's Atlas adhesives for acoustical, floor and wall tile. Sugarman knew through his contacts with Harold McAneny, Flintkote's advertising director, that the company had long had an interest in broadening its Atlas market. Sugarman, who feels a space salesman's job is a more creative operation than merely selling half- and quarter-pages to advertisers, called up Ad Manager Holmes and said he had an idea that he thought would do Flintkote a lot of good.

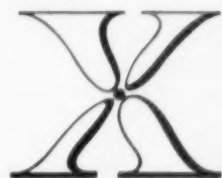
"Here's a line of products already put up in small containers (quarts, gallons, five-gallons) just itching to be sold through building materials dealers," Sugarman told Holmes. "Tell you what. I'll survey the market for you." Holmes gratefully agreed, and Sugarman went off with a list of 10 Atlas products. He talked to 25 building material dealers and 10 wholesalers in four eastern states and came up with proof positive that there would be a demand for the adhesives on a small builder and consumer level. The report Sugarman dropped on Holmes' desk also included a detailed going-over of the building materials dealer as a businessman, including trends, customers, sales volume and data on stock diversification.

Impressed, Holmes armed himself with Sugarman's facts and figures and began to spearhead a drive to make Atlas adhesives available to everyone from commercial and home builders to the do-it-yourselfer. After a top-level Flintkote meeting had given its approval, Executive Vice President George Pecaro okayed a separate budget. The rest was coordinated advertising and sales. Holmes and his staff designed new labelling of adhesive containers for greater consumer appeal, plus display racks for use at the point of sale to occupy an attention-commanding spot on the dealer's floor.

Holmes and Harper say their "wildcat" still is too young for them to talk about its record of growth. Further, Flintkote is getting ready to expand with a number of additional products out of the strictly industrial class as their consumer appeal is determined. Top management believes this merchandising is a sound approach, particularly as it has not involved additional capital expenditure or an expanded sales organization. . .

Space salesman Sugarman? His tangible reward to date has been three ads in color in *Building Supply News* (one a spread), and more to come. Flintkote advertisements will also appear in *American Lumberman & Building Products Merchandiser*, *Southern Hardware*, and *Flooring*.

The End



The symbol of

AIR EXPRESS

modern lifeline
of

American business!

← SEE PAGE ON LEFT.

You don't have to advertise to



in order to reach the men

Trying to tell your product story to *everybody* in construction is getting to be an expensive job.

One way to cut advertising costs—and get more for your advertising dollar—is to concentrate on the relatively few people who buy construction equipment and materials.

There's at least one in every outfit. He's the fellow who has the responsibility for deciding which machine does each kind of job best. He has to decide whether to buy or rent, whether to get general or special purpose equipment. His job depends on knowing performance, safety, and on-the-job maintenance. He watches trends that affect buying decisions. He is hungry for information that can help him buy.

Trouble is, you can't tell who that man (or that small group) is from any list. He may be the boss, or the head man's brother-in-law. He may be a supervisor in a small office—or a man with a purchasing title in a big one. He may have no title at all—or one that relates to an entirely different responsibility in the same office.

There's only one group of men who know what organizations buy construction equipment and materials—where they are—and which men do the buying. This group consists of equipment distributor salesmen.

Salesmen like to eat

Each of these fellows works one territory, and works it intensively. He's on the road five days a week, calling on people who buy the products he sells. Contractors, sub-contractors, strip miners, county road departments, and anybody else that's a prospect in his territory.

He's *got* to know which offices to call on, which men to see. He can't eat unless he sells equipment.

A fair exchange

CONSTRUCTION EQUIPMENT went to an active equipment distributor in each area and worked out an agreement. His men supply us with the names of the men who buy in their own territories.

In return each of these distributors has the exclusive right to subscribe to CONSTRUCTION EQUIPMENT in the name of each of these same buyers, and gets his own ad on the back cover of each issue.

It's a fair exchange. We publish the magazine as a service to buyers. The distributor pays us to send CONSTRUCTION EQUIPMENT with his compliments to his local prospects. We handle the subscriptions; his salesmen keep the names up-to-date, call by call.

Altogether we have franchise agreements with 114 distributors in the United States, Canada and U.S. territories. Their 1,400 salesmen call on and work with just about

everybody in construction



who buy

every buyer that's important to you. And just about every one of those buyers gets a copy of CONSTRUCTION EQUIPMENT each month.

This means your advertisement in CONSTRUCTION EQUIPMENT goes to known buyers, active buyers, in construction. And to nobody else.

Why they read Construction Equipment

Getting a magazine to buyers is one thing. Getting them to read it is another. Reason CONSTRUCTION EQUIPMENT is read and liked by the men who buy equipment and materials is because it is edited just for them.

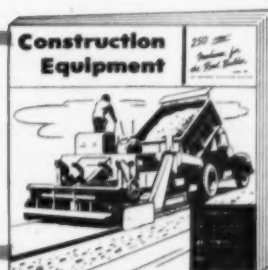
Open up a copy of CONSTRUCTION EQUIPMENT. You don't have to be in the construction business to see for yourself that this magazine is edited for buyers—and for nobody else.

Every article, every item, contains infor-

mation of direct value to people who buy equipment and materials. Articles on buying methods. Market information from Washington. Job performance stories on specific products. News of new and improved equipment. Reports of surveys among buyers. Case studies on how to buy—whether to buy or rent—amortization—financing. All the things a buyer has to know—and nobody else cares about.

Then notice what's been culled out. No misty bird's-eye news of vast construction projects. No limited-interest local news. No personnel notes. No clambakes. Our editors leave that to the other publications—and we're the first to say they do a good job of it.

But if it's buyers you want, and if you want to concentrate on buyers, it will pay you to put your sales story in CONSTRUCTION EQUIPMENT, the one publication that is edited for buyers, circulated only among buyers of construction equipment and materials.



NBP CPA

the magazine for buyers
of equipment and materials

205 East 42nd Street, New York 17, N. Y.
a Conover-Mast publication





SIDE-BY-SIDE DEMONSTRATIONS must be grown at the site! Farmers compared this stand of corn with adjacent

field that had been properly fertilized and tilled. Both farmers and exhibitors saw what "it will do for me."

How to Draw a Crowd of Prospects For Your Customers to Sell to

More than 200,000 farmers flocked to *Prairie Farmer*-WLS's 1957 Farm Progress Show to see practical farm problems solved with the aid of products-services sold by 211 firms. And there was practically no entertainment.

No midway, no merry-go-round, no win-a-doll concessions, yet more than 208,000 farm people attended the fifth annual *Prairie Farmer*-WLS Farm Progress Show. September 25 and 26, near Farmer City, Ill. Each one came to learn better farming methods as demonstrated by the 211 commercial firms and manufacturers that set up their tents and areas on the 300 acres of Frank Simpson's 700-acre farm.

Already the farm-minded folks at *Prairie Farmer* and its sister Chicago radio station, WLS, are talking of even a bigger and better show next year, but plans are incomplete as to location. "Look how it's grown," comments Vernon Anderson, adver-

tising manager. The first one we held in downstate Illinois, near Armstrong, drew 60,000 people; second at Camden, Indiana, pulled 85,000; the third show, in 1955, at Belvidere, Ill. topped 100,000, and we thought we had arrived. But last year's show at Greencastle, Ind., beat that by 15,000. So we were more than pleasantly surprised when this year we all but doubled 1956 attendance."

Anderson, who with his department can take a great share of the credit for promoting the show and handling a multitude of details to insure its success, figured that if all commercial tents were placed side by side, they would have stretched two and one-half miles. If each person

took from two to three minutes looking at each exhibit, it would have taken him 10 hours to see the whole show.

Through management conferences five years ago it was decided that there was a definite need for a show of this type, that there should be some place, other than a state or county fair, that farm families could come to and look at the latest farming methods—without distractions of a carnival atmosphere. The result is a combined effort of *Prairie Farmer*-WLS aimed to benefit both readers and advertisers.

Response? Last year, the staff made a survey in the parking area alone and found cars from 17 states.

You don't get volume by just skimming the cream.

This year, they kept tally on the "Flying Farmers" and counted a total of 562 airplanes which had landed at the show's airport facilities.

No exhibit space in the Farm Progress Show is sold or rented, but Maynard Bertsch, show manager, and Anderson agree that some "control over quality" is needed. The method is simple: the manufacturer must have used at least 500 lines of advertising in *Prairie Farmer* during the past year or used the equivalent in air time over WLS. They have found this to be a very effective method of control.

There are two big features at each show. One might be an irrigated cornfield next to an arid one, then a machinery manufacturer proceeds to demonstrate to the farm audience how to build their own reservoirs for purposes of irrigation, refuge for wildlife, or for fire protection. Or someone might show how the population increase makes the need for more production, and demonstrates how the land may be cleared for greater producing acreage, and how the timber may be utilized.

Big feature this year was the model farm home actually constructed in the middle of a field at a cost of \$20,000, and completely furnished by Montgomery Ward for \$5,000. The show grew up all around it, last month. People interested? They stood two and three abreast for three blocks waiting their turns to go through this latest word in farm living. The yard was completely landscaped by the University of Illinois, and the whole house was filled with pleasant hi-fi music. They went through at the rate of 800 an hour during the times the home was open, and a total of 15,000 went through and, as the builder reported, "didn't damage a thing." The house was sold to the John Deere dealer in Farmer City, and is being moved into town.

The importance of this show each year can be noted by the exhibitors own importance. Such major concerns as Abbott Laboratories, Allis-Chalmers, Aluminum Company of America, American Cyanamid Co., J. I. Case Co., Cities Service Oil Co., Standard Oil Co., Texas Co., United States Rubber Co., United States Steel Corp. and many others spent sizeable amounts just for the two-day show. Thor Power Tool Co. moved its entire research center down to Farmer City and showed the needs

and uses of power tools on farms.

The only entertainment provided for the crowd, was a presentation three times a day by the WLS Barn Dance troupe. Anderson reports that the morning attendance was always slim because "people were too interested in what was going on in the tents and out in the demonstration fields."

The show's success can be attributed to many people at *Prairie Farmer-WLS*, Anderson feels including Bertsch's staff, and workers in the editorial, advertising and circulation departments, plus the farm woman's favorite, Martha Crane, and her

staff for their contributions in the women's-interest department.

Local church and civic organizations sponsor the food concessions, and keep the profits; standardized food and prices are prevalent throughout the show grounds.

What do *Prairie Farmer* and Station WLS get out of this? Tremendous good will is created between them and their advertisers for providing the latter with the means for merchandising their products; between the broadcasters-publishers and their readers for giving them the chance to see what's new in the industry of agriculture.

The End



NO CHARGE is made for exhibit space. 211 firms exhibited this year, including Ralston Purina Co., that enlivened its display with this amusing sign.



PHARMACEUTICAL products are becoming increasingly important to farmers just as they are to both city and farm folks for their personal use.

Prospects aren't going to stop wanting, but they may wait to be asked.

See Editorial, page 7

WHAT'S UP? And up...and up...and up?



The Saturday Evening **POST** circulation leaps and bounds to more than 5,450,000!

Spectacular is not a word that we bandy about. But how else would you describe the rapid, runaway rise in Post circulation this year? (See chart.)

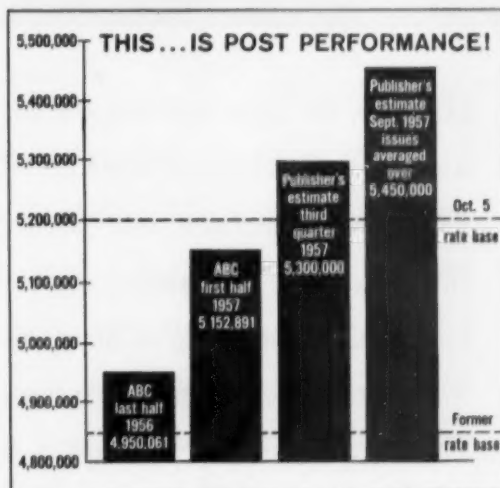
With the October 5 issue, The Saturday Evening Post raised its circulation rate base to 5,200,000. And even before the new rate base, the September issues averaged over 5,450,000! Currently the Post is delivering an average bonus of over a quarter of a million copies. This spectacular growth has been achieved by increased reader interest, and reader interest alone.


Those figures mean far more than copies, far more than readers. They represent POST-INFLUENTIALS — the 8 out of every 10 Post readers who recommend or talk about things they read in the Post!

As a result, this circulation gain is a decisive increase in mass influence. Influ-

ence working *sideways*—neighbor to neighbor, worker to worker, friend to friend. And the Post reaches the Influentials at every income level.

It all adds up to the biggest plus in advertising today. Are you making the most of it?



Sell the POST  INFLUENTIALS
—they tell the others!

this news is your

People make magazines.

For the first time in its 30-year history, **TIDE** enjoys broad ownership—an ownership dominated by insiders who know publishing. The 28 associates of Bill Brothers Publishing Corp. whose names appear below are *close* to **TIDE**, and they invested because of their soundly-based faith and enthusiasm for today's **TIDE**—and its future.

This expansion of working capital puts even greater force into the successful “executive concept” of publishing which **TIDE** is rapidly fulfilling.

Hartley W. Barclay, Publisher, **TIDE** • Paul T. Baumhart, Business Manager, **TIRES, RUBBER WORLD** • Harry C. Benedict, Director and Chairman Finance Committee, Bill Bros. Pub's. • Randy Brown, Jr., Vice-President-Sales, **SALES MANAGEMENT, TIDE** • Morgan Browne, Editor, **TIDE** • John H. Caldwell, Managing Editor, **SALES MANAGEMENT** • William J. Carmichael, Western Sales Manager, **SALES MANAGEMENT, TIDE** • Robert B. Carter, Business Manager, **PLASTICS TECHNOLOGY** • William F. Forbrich, Western Manager, **PREMIUM PRACTICE** • Philip Harrison, General Manager, **SALES MEETINGS** • John W. Hartman, President, Bill Brothers Pub's. • L. M. Hughes, Senior Editor, **SALES MANAGEMENT, TIDE** • John C. Jones, Jr., Eastern Sales Manager, **TIDE** • Frederick C. Kendall, Director of Publication Development, Bill Bros. Pub's. • Warren K. Kloock, Western Manager, **FAST FOOD** • C. E. Lovejoy, Jr., Senior V. P. and Western Manager, **SALES**

guarantee of value

NEW YORK
Herald Tribune

ADVERTISING FIELD

By JOSEPH KASELOW

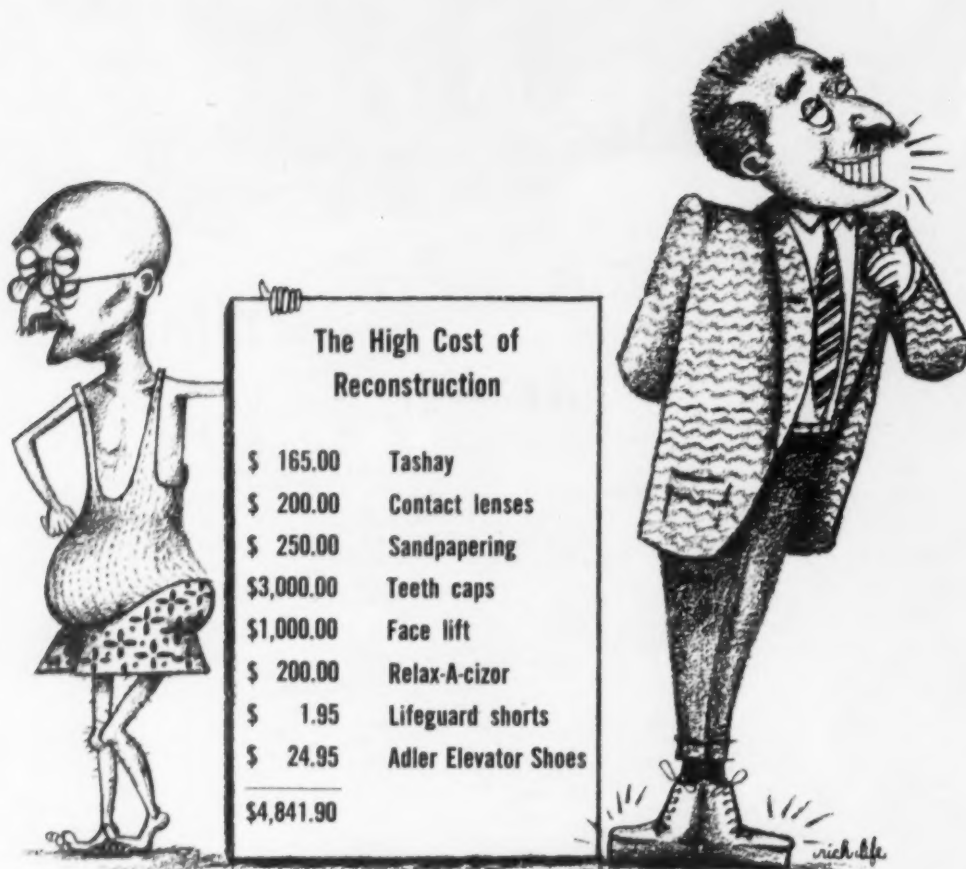
"Tide" Stock Bought by Staff: Twenty-eight people on the staff of "Tide," "Sales Management" and other Bill Bros. publications have invested \$100,000 in cumulative, convertible preferred stock of "Tide" magazine, according to Phil Salisbury, chairman of the magazine's executive committee. "Tide" is now "substantially a co-operative enterprise," he said. Proceeds of the issue are to be used for further refinement and development of the magazine. Mr.

Salisbury said "interested outsiders" including some manufacturers and agencies had expressed interest in buying "Tide" preferred stock. "However," he added, "greater ownership and participation by our associates was high on publisher Raymond Bill's agenda prior to his untimely death last June." The magazine's ad volume has reversed the downward trend prior to Bill Bros. ownership. Its rates will be increased on Jan. 1.

MANAGEMENT, TIDE • George Lowden, Assistant Treasurer, Bill Brothers Pub's. • William H. McCleary, Vice-President, Bill Brothers Pub's. • Charles A. McHale, Publisher, **FAST FOOD** • J. Wilfrid Megargee, Publisher, **GROCER-GRAPHIC** • Alvin W. Outcalt, Managing Editor, **TIDE** • Eleanor Duff Royer, Editor, **FLOOR COVERING PROFITS** • Philip Salisbury, Chairman, Bill Brothers Pub's.; Publisher, **SALES MANAGEMENT** • Kenneth Schwartz, Senior Editor, **TIDE** • Robert E. Smallwood, Senior V. P. and Circulation Dir., **SALES MANAGEMENT, TIDE** Charles J. Stillman, Jr., Sales Manager, **TIDE** • B. Brittain Wilson, Publisher, **RUBBER WORLD** • Ralph L. Wilson, Senior V. P. and Treasurer, Bill Brothers Pub's.

Tide THE MAGAZINE FOR ADVERTISING EXECUTIVES

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He's More Than A Handsome Hunk of Man

The rebuilt man is not just an aging movie star; a neurotic egotist; the man who feels his youth failing. Today many a businessman feels he has to keep up his appearance for job security or for personal reasons. Here is how it's done.

Dissatisfied with your looks? You can change them. All you need is the inclination, time, money (and lots of it), and—the courage of a ravening lion.

You can change all of you. Or you can change almost any part of you starting with the top of your head and working down to the soles of your feet. Bald? Then it is scant comfort to be told that you are in the company of four out of five adult

men in America. (In the company, too, of 250,000 women!) The House of Louis Feder, Inc., New York, world's largest seller of hairpieces, has given hair back to men as distinguished as Bing Crosby and as obscure as a 24-year-old Marine sergeant. The cost of one of the firm's Tashays—Feder shuns the word "toupée" like the plague—averages \$165. Most men need a hairpiece for their entire pate. Others are bald

only in front. Prices vary according to size and style.

Says Ben Z. Kaplan, executive vice-president of Feder—himself a Tashay wearer—: "With today's emphasis on youthfulness, nothing detracts so much from a man's appearance as being bald—no matter how well-dressed he may be." [Editor's note: But Yul Brynner hasn't found his baldness a handicap.] Kaplan adds: "And nothing does so

If you lose your courage, your salesmen won't be far behind.

much to bolster self-confidence and sales aggressiveness as feeling completely groomed. Which, we insist, includes hair."

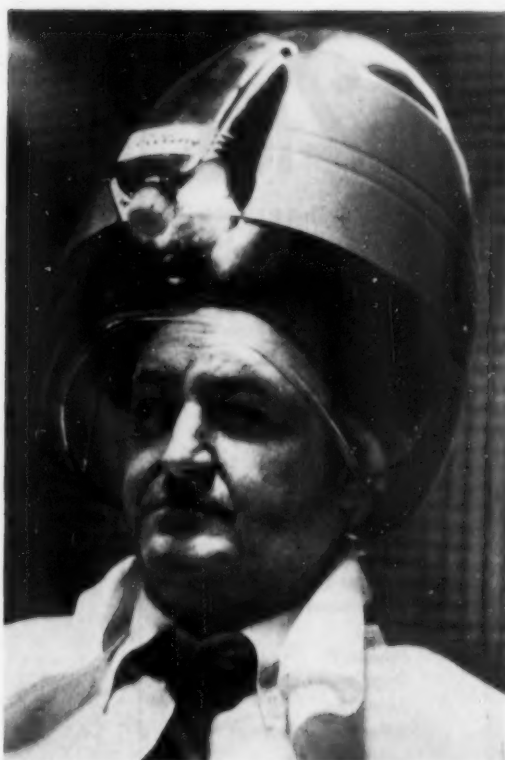
The hairpiece business has grown by leaps and bounds within the past three or four years and the answer to the growth is the crew-cut hairpiece, which Feder invented. Most men, no matter what their ages, who come to Feder want the crew-cut model. Today you can sleep in a hairpiece, go out into a hurricane wearing one—even swim in it. But not in salt water. The Tashay is held in place by narrow strips of adhesive. With care it'll last three years. Most makers of hairpieces request that you call in person to be measured for your new head of hair. But Feder will take on the job through mail consultation.

What about dying your hair? In New York, there's a barber shop so elegant it even provides a fancy gift boutique so that its customers can select a gift for "her" while they await their appointments. This is Hatton-Case, Inc., located in Manhattan's swank East Fifties. The shop caters to the social, theatrical and financial world and does a vigorous trade in hair tinting.

John Case, one of the partners, is adamant about one point: "Don't fail," he pleads, "to tell your readers never, never to attempt dying or tinting their own hair! It's disastrous."

He was delighted when he came back from an interruption by a well-dressed man who had a worried look. "There's a perfect example," said Case. "A year ago that gentleman

NO LOUNGE LIZARD, HE: That's Joseph Kaselow, ("Along Madison Avenue With Kaselow") shooting the works at Hatton-Case's, New York. Joe was giving his all as part of a story he was doing on this fabulous grooming emporium for Today's Living, of the New York Herald Tribune. He was ravishing when they finished.



was gunning for a big job in management. He learned they wanted a man younger than he. So he dyed his own hair. Now he's secure in his job and he hates the way he looks. He came to us to remedy the situation."

Could the situation be remedied? "Certainly," said Case. "A good hair colorist can take color out or put it back. If you want gray hair, he or she can even provide that."

The cost for this service at Hatton-Case is \$15 for the first hair tinting and \$7.50 for each touch-up thereafter. You will need a touch-up as often as you need a haircut. It can be expensive.

Donald Latoy, the firm's barber shop manager, has some tips for you who dwell in the hinterlands and are dissatisfied with the hair cuts you're getting.

1. If you're going bald, don't try to hide it. Keep your hair cut short.
2. Have the barber keep your hair close to your ears; none of this wide swathe over the ears.
3. Never allow a barber to use clippers. The result is hard and artificial.
4. Wear your hair medium in length. Long hair is out, especially at the back of the head.
5. Under no circumstances should you part your hair in the middle. Middle parts went out with high-

CLOSE THOSE PORES! Open those baby blues . . . It's a new Joe that will emerge from the ashes they've strewn over him. It cost a small fortune but what's money where a person's physical appeal is concerned?



It's 2 to 1..

in fast-service
eating places,
twice-the-turnover
per seat means...

MORE Meals
MORE Sales
MORE Profits

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Department Stores
Diners
Drive-Ins
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Fountains
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Luncheonettes
Sandwich Shops
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NO MATTER WHERE YOU FIND THEM

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Bus Terminals
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In Industry

THEY ALL HAVE

ONE THING IN COMMON—

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule

FAST FOOD

the magazine serving counter
and fountain restaurants

386 FOURTH AVE.
NEW YORK 16, N. Y.



button shoes and they make your face look broader anyway.

If you're tired of glasses and would like a bright-eyed look, perhaps your answer is contact lenses. These are ground to your optical specifications and most oculists can fit you with contacts. The price runs around \$200. The contacts, as the trade calls them, are comfortable and once you catch on to the trick of putting them in and taking them out, easy to manipulate. The danger of breaking them while they're in your eyes is almost nil.

What about sagging jowls and suitcases under the eyes? Nothing will correct those conditions except plastic surgery. A face lifting job will set you back \$1,000 more or less, depending upon the skill and reputation of the surgeon. It will take years off your apparent age. Hollywood stars, of course, have for years submitted gladly to the operation for its cosmetic results—but it is no more permanent than a permanent wave. As you age, so will your newly tautened facial contours.

Today there's a new cosmetic operation which plastic surgeons are using more and more frequently. It is designed to eliminate acne scars and large pores but it has side advantages of toning down age lines, circles, and the like. The operation can be performed within a half-hour, generally. The face is "frozen" with a local anesthetic; then the surgeon lightly sandpapers the skin, using a dentist's drill for the purpose! Only in cases where scarring is deep is more than one session necessary. Afterwards, the skin appears to have been badly sunburnt. But within several days this begins to pass and healing is fast. Another happy aspect: the operation is relatively inexpensive.

New Smile Expensive

Moving on to the mouth, we discover that even teeth can be beautified. Not by braces, for if you're over 30 this can be a long, expensive and at times uncomfortable process. So is the other solution, capping. Most entertainers who have reached the big time have had their teeth capped. It's expensive—\$80 to \$100 a tooth. And it is not a painless proposition. But you finish the order with a mouthful of gorgeous teeth. Here's how it works: Each tooth is filed to a cone—one at a time, of course, and over a period of months. A temporary plastic jacket is made to cover the tooth while the permanent one is being made. This is then "planted" in the gums. Sometimes the cap is uncomfortable until it has set. But gen-

erally speaking you'll have a more comfortable mouth than before the operation. For if your "bite" — occlusion — is poor, caps will vastly improve it.

What about the old body? Unless you want to go in for diets and long courses of specialized exercises, you'll have to cope with it as it is and camouflage with clothes. The increasingly popular Ivy League styles are good for this. For they are slimmed down clothes, with narrow lapels, a minimum of padding, neat lines. But George H. Crosbie, Jr., managing editor of *Men's Wear* takes exception to the pleatless trousers of Ivy League styles—where a bulging stomach is concerned.

"Where a man has a little pot, pleats," he says, "can be very comforting."

Exercise without Effort

If you are willing to get on a diet yet bog down at the exercise, there's always the Relax-A-cizor. This is a machine designed to give you exercise while you rest or read. Its manufacturers claim that it exercises, tones, tightens and trims the hips, abdomen, waist, thighs. The machine comes in a standard model at just under \$200 and in a de luxe model at \$325. The difference? With the de luxe model, you can "exercise" several parts of your anatomy simultaneously. Each machine can be had on an installment plan.

The Relax-A-cizor looks rather like a portable phonograph. It does its work by electronic impulse that makes your muscles expand and contract. It's passive exercise and it calls for no effort on your part. You simply attach the pads to whatever parts of your body you want to reduce, turn on the machine and relax. You can actually see your muscles exercising!

If you're willing to do some exercise on your own, John Surrey, Ltd., New York, markets the Trim-Slim home rowing machine. It sells for around \$20 and it takes some of the curse off exercise.

Or if a small pot belly is your chief concern, Robert Reis & Co., manufacturer of Reis underwear—sold everywhere in men's shops—produces the "Lifeguard" shorts. These are undershorts with a wide elastic band that flattens the stomach. The shorts are comfortable and give mild support. What's more, they cost a mere \$1.95.

And if lack of height is your *bête-noir*, there's always Adler Elevator Shoes: they'll push you up a couple of inches and make you look slimmer, too!

The End

In Pennsylvania
Erie is
the only



3rd
market
buy

... right after Philadelphia and Pittsburgh. Here are three good reasons why: ■ Erie is Pennsylvania's 3rd city—in population, retail sales and effective buying income*. ■ Erie leads all major** Pennsylvania cities in population increase, 1957* vs. 1940#, and in retail sales growth, 1956* vs. 1939#. ■ Erie's newspapers, The Times & News, deliver the *whole* market. Contrast this with some other Pennsylvania situations, where adjacent cities are "combined" to make up a "market" no one newspaper buy can cover.

When
you think
Pennsylvania
think
Philadelphia
Pittsburgh
—and
Erie



The Erie Times *evening*

The Erie News *morning*

The Erie Times-News *Sunday*

*1957 Sales Management Survey of Buying Power
**75,000-and-over population
#U. S. Census

For the latest market and media data, call The Katz Agency, Inc.



Here's where we go out

When Sales Management's November 10, "Marketing on the Move" issue reaches you, put it under lock and key, because it will be useful to you for months—perhaps years.

In "Marketing on the Move," Sales Management staff experts, famous private analysts and the economists responsible for Sales Management's "Surveys of Buying Power" (May 10 & July 10) team up through text, pictures, pictographs and statistical projections to help you look ahead—to 1960 markets and beyond. You will want to use "Marketing on the Move" in several ways:

To estimate sales potential in 1960—by regions, states, cities and the nation's 262 Metropolitan County Areas—for which Sales Management

will show 1950-1956-1960 sales, income and population data.

To measure, scientifically, future development and expansion of your industry and your own corporate growth.

To plan manpower, advertising, plant location and distribution requirements, and to match these with market areas which will boom.

To supplement your company's market research programming, and to spark further refinement of your sales quota goals and your sales and advertising budgeting policies.

To re-evaluate the marketing efficiency of your company . . . its past and current performance . . . the extent to which production and sales must be stepped up now to keep pace with our 1960 economy.

Sales Management's "Marketing on the Move" — coming to you November 10 — is published under the assumption that the sales-minded executive must be more concerned with tomorrow than today.

on a limb



To add perspective to your interpretation of Sales Management's out-on-the-limb projections, "Marketing on the Move" articles carry the bylines of such nationally known authorities as:

- A. C. Nielsen, Jr., president, A. C. Nielsen Co., famed for market research.
- Hector Lazo, former director of market research, Sunshine Biscuits . . . now head of Marketing Counsellors.
- Dorothy Diamond, housewife, contributing editor of Tide.
- William T. Snaith, famous industrial designer, and president, Raymond Loewy Corp.
- Dr. Jay Gould, director of research, Sales Management's "Survey of Buying Power," and director, Market Statistics, a Sales Management subsidiary.
- Peter B. B. Andrews, economist, author of Sales Management's regular "Future Sales Ratings" feature.
- John A. Howard, associate professor of marketing, University of Chicago.

Sales Management
THE MAGAZINE OF MARKETING

New York

Chicago

Santa Barbara



"My husband's company only pays for half a wife."

WORTH WRITING FOR...

The "Plus" of Marketing Mix

Most companies could survive without sales promotion, says Professor Albert W. Frey, "and not a few do. But sales promotion buttresses and strengthens a marketing operation, magnifying a company's profits and success." So, in a 19-page bulletin he shows how sales promotion is related to merchandising, advertising and sales—and how it differs from each of them; lists some of the skills and qualifications needed for sales promotion; stakes out a spot for sales promotion in the marketing organization; shows how a company may apply sales-promotion techniques to its own salesmen, its dealers, its distributors and the public. A copy of "The Role of Sales Promotion" may be obtained from Professor Frey, Amos Tuck School of Business Administration, Dartmouth College, Hanover, N. H.

Heavy Construction Market

This study, "How to Figure Sales Quotas in Selling to the Heavy Construction Market" provides data on the number of pieces of each kind of construction equipment used by contractors, mines (open), logging camps—per 100 employees; cities, counties, states—per 10,000 population. Reports are from 2,127 contractors; government units, and other users of construction equipment and materials. Each report is essentially an inventory of equipment in use and materials used per year. From these figures projections have been made to approximate the total pieces of equipment in use and materials consumed in each division of the market. For a copy of the study, write to Dick Smith, Promotion Manager, *Construction Equipment*, 205 E. 42nd St., New York 17, N. Y.

Metropolitan Market Sales

This study reveals that "retail sales are growing more than twice as fast in the suburbs of metropolitan markets as they are within the central cities." The survey was conducted in 32 major metropolitan markets each of which had total retail sales of \$500 million or more during 1954. It is based on the latest Central Business District Statistics now being issued by the U.S. Bureau of the Census and

compares sales for the year 1948 with sales of 1954. In 24 of the 28 markets where all the comparative information was available, retail sales in suburbs showed a faster growth than in central areas. Average growth of sales in cities was 22%, and in suburbs it was 55%. Denver had the largest suburban sales gain, 129%, while sales within the City of Denver gained only 39%. Washington, D. C., suburbs showed the greatest gain relative to the central city growth: central city sales growth, 9%; suburban sales growth, 116%. For your copy of "Retail Sales Growth in Major Metropolitan Markets," write to Donald E. West, Director of Marketing Research, *Redbook*, 230 Park Ave., New York 17, N. Y.

The Negro Market

As revealed in this report, "Negro Market Survey," it is a \$15-billion market made up of approximately 17 million English-speaking, native-born American citizens whose wants, needs and desires exactly parallel the other 90% of the American population—except for two things: They are willing to pay top prices to get top quality; they want their business welcomed. It answers such questions as: Who is this nation within a nation? Where do they live? How do they earn their money? What do they buy? Why? How much of a part do advertising and merchandising play and how well have they been done to attract Negro patronage? For the complete report, write to Robert LaVine, Editor, *Premium Practice*, 386 Fourth Avenue, New York 16, New York.

Salisbury, N. C.

It is the center of North Carolina's food market according to this annual survey of brand preferences conducted by the schools of Salisbury and Rowen County. It was conducted for the purpose of assisting sales and marketing executives in planning and processing advertising and sales promotion in this test market. It covers the high, low and middle income families in proportion to their representation in the public schools. Copies of "1957 Brand Preference Survey of Foods" are available from P. G. Laughridge, Publisher, *Salisbury Post*, Salisbury, N. C.

College Recruiting

Titled "Principles and Practices of College Recruiting," this pocket-size booklet offers a single set of recruiting standards for voluntary acceptance by all colleges and employers, including government agencies. It also seeks to end confusion brought about by the many current statements on college recruiting standards. In addition to safeguarding students, the proposals presented will protect employers who have refused to high-pressure students they seek to hire after graduation. It lists specific responsibilities for students, colleges and employers so that selection of a career can be made "in an objective atmosphere with complete understanding of all facts." Issued jointly by the College Placement Council, Inc., and by the Chamber of Commerce of the United States, copies are available (25c each) from Education Department, Chamber of Commerce of the United States, 1615 H St., N.W., Washington, D. C.

Who Buys Cosmetics?

Young women under 35 years of age are the cosmetics industry's best customers, according to this study, "Dell 20th Survey of Beauty." It details trends over a 17-year period for 81 types of cosmetics products. Super markets are getting a bigger share of their purchases. The greatest increase in the number of products purchased is in items priced over \$1, while marked increases are evident in the number of products purchased for less than 50 cents. Included in the report are data on the share of the market for each brand since 1940; percent used for each product over a 17-year period; buying patterns for each product by income and city size. Copies of the report may be obtained from Harold Clark, Vice-President and Advertising Director, Dell Publishing Co., Inc., 261 Fifth Ave., New York 16, N. Y.

Demand for Aluminum

An evaluation of the relative effectiveness of alternative techniques of predicting the long-range demand for a growth product such as aluminum. For a copy of "The Demand for Aluminum: a Case Study in Long-Range Forecasting" (\$1 a copy) write to Bureau of Economic and Business Research, University of Illinois, Urbana, Ill.

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... expanded sports section... considered one of the brightest and most outstanding in the nation... will give additional coverage of every sports activity.

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Not at first glance. On the newsstands page one is essentially the same. Changing format radically so the difference would be immediately apparent wasn't the answer... the Herald Tribune has already won every award for typographical excellence.

But inside the paper the appearance of content is changed in many ways!

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Herald Tribune *Today's VITAL Newspaper*

NOVEMBER 1, 1957

Push Money, Spiffs: Sales Tools or Graft?

If push money is rent paid for point-of-sale facilities, some stores rate higher P.M.'s than others. But how can the FTC be expected to see this and stop demanding "No discrimination," if suppliers treat spiffs as tips or bribes?

By GRANT JEFFERY

There's a dramatic twist to the Federal Trade Commission hearing scheduled for next Wednesday, November 6. Briefly: It involves a crusading association official who turned company executive and whose firm—Ward Baking Co.—is accused of fostering the very practices he formerly attacked.

As executive secretary of the New York State Food Merchants Association, A. F. "Gus" Guckenberger campaigned for food retailers to spend at least some of their promotional allowances on building sales instead of personally pocketing all promotion money. Four years ago Guckenberger became Ward's vice-president in charge of advertising. Now the Federal Trade Commission charges Ward with permitting favored food retailer customers to pocket promotional allowances while others have to comply with the company's requirements of varying strictness. Still others, according to the FTC, received no promotional money from Ward at all.

The company denies the charges. It must be some comfort to Faris R. Russell, Ward's chairman, to know that the FTC loses more cases than it wins.

According to the FTC, Ward limited its 5% allowance on the regular wholesale price to those customers—usually chains—who placed weekly orders in excess of \$50.

Have lunch with a sales executive of a New York liquor house with supplier, import and wholesale operations covering many lines. Listen to his story:

"Our salesmen function as if each was in business for himself. One is currently doing a great job with dolls for the retailers' kids. In the red

hot, most crowded sections of Manhattan another pays 'barkeeps' up to 50c for each bottle of our leading brands that they pour. They save the bottle caps and he exchanges them for cash."

If this executive's remarks could be proved in court his firm's business would be suspended by the New York State Liquor Authority and the Alcohol and Tobacco Tax Division of the U.S. Internal Revenue Service long before the FTC could hold a hearing.

So strict is the watch most states keep on distillers' giving anything of value to the retailer, that Kansas once declared Old Crow to be temporarily a dead duck, suspended because retailers were given reprints of historic ads which had been offered to the public for one dollar.

In the unnamed firm whose sales executive was quoted, above, it may be this liquor business restriction against gifts to retailers that discourages lawyers from shifting their gaze from the law books to the sales record. But it seems that in many firms the legal department will be the last one into the new marketing picture where all operations are intended to be focused on the customer.

Where sales managers are faced with the economically insoluble problem of extending equal promotional allowances to all accounts, including those they service at a loss, some firms no doubt get more from their lawyers than an echo of the FTC's "No discrimination." But there are other firms whose lawyers are aware of enough irregularities that they could put such a company out of business.

Spreading P.M.'s thin, to comply with the FTC is only one factor in

the drug industry estimate that 90% of manufacturers' spiffs to chain store sales clerks are wasted. Ironically, the independent druggist is usually cut out of the 5% to 10% of retail price that toiletries suppliers kick back to chain personnel. But the independent usually has far more time and ability to influence brand choice than floor personnel in chain stores have, particularly with self-service.

Again, the illegal nature of P.M.'s paid only to the chains makes for informal record keeping. Many kinds of inventory tricks by store personnel further dilute the manufacturer's return on any investment in spiffs. Unfortunately, despite the spiff snafu on the sales floor, managements of most drug chains are so thoroughly convinced of P.M.'s value that they are continually financing their own internal P.M. programs among their store clerks. Few suppliers of health and beauty aids can afford to play into their competitors' hands by breaking with the traditional trade position that somehow P.M.'s call forth extra, intelligent effort from near-robot clerks who can usually, at best, only mention an item.

The high cost of entering into promotional partnership with the drug chains is illustrated by some 1956 figures contained in a recent FTC complaint against Philip Morris, Inc.: allowances of \$75,000 on purchases of \$756,000 by Liggett Drug Co.; allowances of \$18,000 on purchases of \$719,000 by Thrifty Drug Co., and allowances of \$9,000 on purchases of \$218,000 by Katz Drug Co., contrast strikingly with an allowance of \$25 to R. H. Macy on purchases of \$174,563 and an allowance of \$600 to Gimbel Bros. on purchases of \$61,000.

Extra-hard selling stopped a recession cold in 1954.



obey the harsh rule that specific brands cannot be suggested and enquirers must be told "There's the price list." It is a testimony to the persistence of chivalry—or the perseverance of P.M.-minded suppliers—that many of these state appointees will risk their livelihoods to whisper a brand recommendation to an undecided purchaser.

In rock-ribbed New England, rumor has it that suppliers' representatives' livelihoods also are at stake. In the hope of being so successful that they will be moved to greener fields, the liquor salesmen dig deep into their own pockets for P.M.'s with which to buy bars' and package stores' business. Unfortunately, their competitors are doing the same thing. Only a "fair haired" salesman P.M.ing a favored retailer in a top market can be sure he will be reimbursed.

This demoralizing aspect of push money often extends to the wholesaler and retailer, as was pointed out by Thomas Robertson, Jr., sales manager, Bottenfield's, Inc., Pittsburgh, Kans., at the recent annual convention of the Beauty and Barber Supply Institute. The group's members sell wholesale to beauty and barber shops but often conduct retail stores on their own premises.

In preparing his convention address Robertson questioned 12 fellow members of the Institute in different sections of the country. One did not approve of P.M.'s because they upset his straight salary arrangement whereby he "knew where he was at" with all his salesmen. The other 11 favored P.M.'s but said, without exception, that manufacturers should change their handling of promotional allowances.

One dealer commented, "When the manufacturer P.M.'s your salesmen direct, you lose all control over their efforts. Your own sales and profit program is short-circuited." Another complained, "It is difficult to plan sales promotions because I never know what the manufacturers will come up with next."

This raises the question of whether P.M.'s should be paid to sales staffs behind their employers' backs. In practice, it would be an uncommonly obtuse proprietor who failed to discover such illegal payments through the sales records. If push money consistently moved products on which his markup was lowest he would find a quicker remedy of his own than complaint to the FTC.

It is bad business for wholesalers or retailers to expend promotional time, energy and space on items that

are not strategically the best at that very moment. A merchant's sharpest competitive weapon is to be able to appeal to prospects with his best-selling lines, at the right time and in the right place. When he or his employees enter into P.M. agreements with suppliers it can be tantamount to tying one hand behind their backs. In the long run this could be as bad for the "pushy" suppliers as for the dealers.

Sales Affiliates, Inc., uses this unusual appeal in advertising its allowances to jobbers: "Zotos' big P.M. plan for jobber salesmen reduces turnover of sales force—builds salesmen's income to encourage them to stay in the beauty field and grow." But in his convention address, Robertson quoted a respondent who blamed P.M.'s for giving salesmen too independent an outlook. This dealer felt that the hundreds of dollars and sometimes more than \$1,000 that P.M.'s netted his salesmen annually resulted directly from his employment of the salesmen. "But the salesmen look at our withholding form showing their earnings and they think only of this amount as coming from our company. They have no record of the P.M. earnings from manufacturers but one thing is sure, they do not give our company any credit for these bonuses, the way they would if manufacturers paid P.M.'s through the dealers."

Sticky fingers don't pay

On the other side of this issue, Robertson mentioned the possibility of dealers short-circuiting the manufacturer by failing to pass P.M.'s through to their sales staffs where suppliers allowances are not paid direct to salesmen.

"I am sure all you dealers consider that a very poor business policy," he told his audience. Quite apart from their promotional interest, manufacturers desiring the FTC to keep its distance need to check their customers on whether P.M.'s are used as stipulated. This is one of the points on which Ward Baking Co. is accused of laxness.

Ten of Robertson's 12 respondents said they would prefer that manufacturers bestow P.M.'s by deducting the amounts from their invoices. This would do away with the problem of the salesman feeling that a large share of his bread is buttered by someone other than his employer. It would also fill the need for exact records of allowances.

Robertson told dealers, "If you are paying out the manufacturers' P.M.'s your salesmen will be more careful in placing merchandise in shops be-

\$371,000,000

**Effective
Buying Income
AVAILABLE**

IN THIS RICH NINE-COUNTY MARKET OF THE LAFAYETTE JOURNAL and COURIER

For greater sales in this rich Northwestern Indiana market you must use the Lafayette Journal and Courier. Its 100% City Zone circulation plus 65% coverage in the nine-county Retail Trading Zone, assures you of readership not available to you through any other newspaper or advertising medium.



LAFAYETTE
WEST LAFAYETTE
INDIANA

Indiana's Best
Balanced Market



JOURNAL and COURIER

Member of Federated Publications

REPRESENTED NATIONALLY BY
SAWYER-FERGUSON-WALKER COMPANY

cause they know you will charge them for the P.M.'s on their returned merchandise. Salesmen will sell better and your returns will be less."

The dealer's more intimate knowledge of his market was presented by Robertson as another reason for manufacturers to let customer firms handle P.M. distribution. He suggested that in one market a dealer might know his salesmen were going to sell 20 units in the ordinary course of events. He could counteract the tendency to drift by distributing proportionately less push money—say 50 cents—on each sale up to 29. Salesmen who placed more than 30 units would receive a dollar on each sale. On the same basic allowance received from the manufacturer, dealers could thus motivate their men to sell 50% more.

"But," said Robertson, "This type of promoting can not be done across the board by manufacturers today. No producer is in a position to set up quotas for individual dealers' men."

As an example of a commonly recurring problem, Robertson described this situation to his fellow dealers: "You buy a promotion from your manufacturer and it carries a generous P.M. paid direct to the salesmen. You do a good job on it but end up with 75 deals and the P.M. goes off. Next month they have the same deal with an advertised customer premium and no P.M. You are loaded with the 75 leftover deals and must buy more deals to get the premium the customers are going to want.

"If the P.M. had been taken off the invoice you could have continued the P.M. to your salesmen and moved out the first deal, then worked in the premium deals. You and your salesmen and the manufacturer would all have been better off."

Against merchandise incentives

Eleven of Robertson's dozen respondents voted against P.M.'s being distributed by manufacturers in the form of merchandise certificates. They repeated their stand that P.M.'s should be deducted from invoices, adding that if the dealer desires to offer merchandise as an incentive he can get his own premium catalogues.

Calling on his dealer audience to keep up their own hard-hitting promotional efforts and not leave everything to the manufacturer, Robertson noted that only two of his replies indicated that these dealers occasionally added their own P.M.'s to the manufacturers'. The other 10 never did this. One dealer reported that he had tried pooling P.M.'s over a year, or other

periods, and running one grand contest. Others opposed this on the grounds that salesmen lose interest in a contest run over a long period. The consensus was, however, that maximum incentive might be built up by paying P.M.'s weekly, but regularity could only be maintained by manufacturers' deducting P.M.'s from their invoices and leaving payments to dealers.

To simplify bookkeeping, Robertson proposed giving each salesman a pad of P.M. application blanks, similar to checks. In connection with each order that bore a P.M. he would write himself "a check" and clip it to the order form. Two results: "It makes the salesman aware of how much P.M. money he is making and more aware of the P.M. deals so that they are given a more aggressive sales effort.

"These bonus certificates are checked and placed in a live file by the extension clerk. Thus the dealer can readily determine how many deals have been sold and by whom. This gives him up-to-date information for his sales meetings and he can spot

lazy salesmen. Checking of spiff lists is eliminated and the rule is "No certificate, no money."

Whether the FTC would permit this reshuffling of P.M.'s by dealers would remain to be seen. Wright Patman, who co-sponsored the Robinson-Patman act on which many FTC cases are based, has given this negative estimate of P.M.'s, "Push money is a form of promotion condemned in many business codes of ethics and outlawed in many FTC trade agreements. It is difficult to see how the use of this form of sales promotion can be other than discriminatory in effect, unless the same proportional payments in relation to sales are made known to every customer."

Commenting on this basic FTC scripture, a midwest manufacturer of plumbing and heating equipment notes, "He doesn't touch on the deep human motives for giving up P.M. programs—the cheating, headaches, fights, paperwork, spotty coverage, sloppy control, and hundreds more. But it only takes one reason to offset all these. Push money makes sales."

The End

HERE IS THE CHOICE MARKET

Steak of the MID-WEST

SISSLING with these choice Market features

- 46 rich counties in a progressive 4-state trade territory centered in Sioux City — with . . .
- Population . . . 707,000
- Effective Buying Income \$1,178,458,000
- Average Farm Income (1958) \$11,132 (Nearly double the national avg. of \$6,629).

FLAVORED with the dominating coverage of the Sioux City Newspapers—serving 300,000 daily readers.

The Sioux City Journal • JOURNAL-TRIBUNE


REPRESENTED NATIONALLY BY JAHN & KELLEY, INC.

increase sales with **fresh flowers and plants** as **traffic creators**, **self-liquidating premiums**, **sales incentives**. **Guaranteed** local and national coverage . . .

ORCHIDS OF HAWAII, INC.

National Sales Office: 305 Seventh Avenue, New York 1, New York.





"WE PRE-SELECT PROSPECTS WITH BUSINESS MAGAZINE ADVERTISING"

**Howard Dingle, Chairman of the Board of
Cleveland Worm & Gear Company and its
affiliate, The Farval Corporation, says:**

"Any business such as ours must have a planned program of sales promotion in which those men who influence the use of our products are systematically and effectively contacted. One important phase of that plan is the use of advertising in trade and business magazines serving this audience.

"Our experience has shown that advertising has been very effective in locating prospects for our products and in conserving the time of our sales organization in missionary work. Such advertising serves the further useful purpose of keeping our company and product names in front of our customers and prospects and in helping to preserve our successful relations with them."

IF WHAT YOU MAKE OR SELL is bought by business and industry, you'll find that consistent use of business magazines will help you "mechanize" your selling. Advertising works to create interest, build product preference, tells prospects about product performance. Properly designed and properly used, business magazine advertising puts your company's best foot forward. You will find that the best place to "mechanize" your selling—at lowest cost—is in one or more of the McGraw-Hill magazines serving your major markets.

McGRAW-HILL PUBLICATIONS

McGraw-Hill Publishing Company, Incorporated
330 West 42nd Street, New York 36, N. Y.

Suppose you were given the job of finding markets for safflower oil, where would you begin? How would you overcome prospects' distrust based on sour experience with other producers, obtain prices 5% to 10% higher than competition, allay fear of crop failure? These are some of . . .

The Headaches of a Near Monopoly

Today the safflower looks good to Pacific Vegetable Oil Corp., and especially to R. W. Hammond, sales manager, whose industrial division turns this Old World thistle herb, with orange-colored flower heads, into \$10 million in annual sales.

To most people, Pacific Vegetable is in the happy position of having a near monopoly on the production and sale of safflower. The future looks bright.

"Edible safflower oil is attracting much interest because of its unusual unsaturated fatty acids," Pacific discloses in its latest annual report. "The properties exhibited by this oil are being thoroughly investigated by the medical profession as a possible answer to certain forms of heart disease."

But life has not always been so rosy. Consider these problems that have been encountered by Pacific Vegetable, founded in 1917 and with total sales in 1956 of more than \$106 million, safflower, since it began to sell in 1950 to the industrial markets:

1. Its price is pegged at 5% to 10% above competitive oils—refined soya, and linseed.

2. Pacific Vegetable is virtually the sole source of supply; hence prospects are in no position to bargain on source or price. (Industrial buyers are reluctant to depend upon a single source of supply. Buyers fear crop failure, uncertain delivery, possible price squeeze).

3. Prospects are aware of the history of failure in safflower seed production.

4. Many prospects are unfamiliar with techniques of safflower usage.

5. Rise in transportation costs,

which reduces Pacific's ability to sell outside of California.

6. Price fluctuations, necessitating split-second communication of price information to district sales offices.

7. Seasonal nature of supply of safflower oil output.

The oil is valued because of its superior qualities as an ingredient in certain paint products, synthetic resins and enamels.

The first of these obstacles, higher price, was tackled in several ways:

- a) At the start, the price was arbitrarily tied in with the fluctuating price of the company's competing oils (soya and linseed), though at the 5-10% higher level considered commensurate with its value to users and also based upon production costs. After about two years the latter yardstick alone was kept.

- b) Superior quality of safflower in certain products is strongly stressed, and comparisons are made with competing products.

- c) Basic usage suggestions were developed.

Selling points stressed are original pale color of the oil; stability (non-yellowing property); flexibility; durability; reasonably good drying time compared with soya oil; and, no change required in processes.

This part of the selling program has proved so effective that, once a manufacturer has been persuaded to make the change from, say, soya oil to safflower oil, he is so happy with the results that he does not want to change.

The reluctance of buyers to be dependent upon a single supplier for an

important item of raw material presented a really ticklish situation, in which more than reassurance was necessary. The chief means of meeting it have been for the company to assume responsibility for crop failure, to voluntarily maintain an economical price level, and to guarantee delivery. No one in the industrial oil field thus far has ever been willing to sell more than six months in advance. PVO gives its safflower oil customers a 12 month contract.

Past experience of some industrial buyers with previous, defunct, safflower oil producers proved a considerable obstacle for PVO's sales organization. Certain of these had promised too much, oversold in relation to their ability to fulfill contractual obligations and then failed to deliver.

"It took us five years to overcome the skepticism these experiences engendered," Hammond remarks.

PVO had plenty of facts with which to fight the doubts of buyers. It showed how the company's crop development program, now soundly established, assured planned production with demand. The size of the crop is controlled and regulated to meet the needs of the market as it is developed. What company executives refer to as "production teamwork" is achieved through close contact between sales and crop development personnel.

The manner in which the company works with growers also minimizes risks of crop failure. The farmers are, in effect, subsidized through a company guaranteed minimum yield. A guaranteed floor and ceiling on price and seed is advanced against the crop. This year PVO is for the first time financing the harvesting machinery, developed jointly with larger growers and the Department of Agriculture.

Dust off the good ideas you set aside when business was booming.



How well do you know the Boston market?

Boston: A city where old and new blend in perfect harmony. How many of the above scenes from past and present Boston do you recognize?

A. William M. Harnett's painting "Old Models." The Museum of Fine Arts, Boston.

B. Detail from statue of Edward Everett Hale in Public Gardens, Boston.

C. Pepper pots on display at the Nantucket Historical Association.

D. WEEI's Mystery Theater—a recent addition to the Boston entertainment scene. This new program block consists of 10 half-hour shows, heard Monday through Friday from 10 to 11 pm, a vital boost to nighttime radio in and around Boston.

E. Old Indian arrowheads. Collection at the Nantucket Historical Association.

F. Priscilla Fortescue, seen here as a child; now a popular WEEI personality whose show features celebrity interviews, home-making news, music and personal reminiscences of distant lands and close friends.

In any city where tradition blends with progress, you'll find people with varied tastes. They choose their surroundings, entertainment and products differently. But *all* of Boston agrees on its first choice in radio: **WEEI.** That's because WEEI is the only full-time major network station in the market. It's the one station that can afford to give every listener what he wants. Take the nightly 10:00 to 11:00 pm slot, for instance:

While all other Boston stations carry music or news, WEEI's vast nighttime audience, which wants and deserves something different, is now listening to the new Mystery Theater. Once again—WEEI programs for the people...and remember, these are the same people who buy your products.

* Latest C. P. A. of Boston.

WEEI

This impressive program, plus the long-term contracts offered and the fact that, over the introductory years, the price of the safflower oil has been maintained at as stable a price as production costs allowed, has won the confidence of a growing number of users.

Any hesitancy in technical and production men to change to an unfamiliar ingredient was patiently met with facts, examples and demonstration. Samples of the oil were provided, along with explanatory literature, so that small test batches of the prospect's product might be made. PVO's research people also supplied comparative charts, tables and other visual evidence of the claims of superior results obtained with safflower.

The sales department was handicapped in proving results by the obvious means of pointing to successful usage by its customers because these usually were reluctant to divulge information which might be used by their competitors. Even though they became sold on the new oil, often they would not tell PVO what they used it for specifically.

"The only way we knew they were sold," Hammond observes, "was that they bought . . . and re-ordered."

How to Lick Transport

The big argument in overcoming unwillingness to change, over and above superior results to be obtained, was the fact that no important change in process was necessary.

Rising transportation costs have proved an almost unsurmountable sales hurdle in some of the company's most promising markets. In the mid-west, for example, where excellent potential prospects exist, soya oil, produced in Illinois, is very competitive, pricewise. Transportation costs between California and that area have risen three times in the past 18 months, making it difficult for safflower oil to compete. The use of that product in those areas has become, as a result, progressively more restricted. The company has found it advisable to promote it there mainly for special products.

As a long term solution to the problem, PVO contemplates safflower seed crop programs for Idaho, Utah, the Pacific Northwest and possibly even Kansas and Nebraska. This will require the development of varieties of seed to withstand and thrive in the various climates of those regions.

The sixth problem—price fluctuations—is an old one to PVO and one for which it is well prepared. Oil commodity prices may vary from hour to hour, reflecting the activity of the commodity market. This is not so much of a problem with safflower oil, since it is no longer closely tied to soya and linseed oils in price. But insofar as it may arise, PVO sales personnel are prepared. 1) They have authority for a certain time limit on price. 2) Price information may be rapidly transmitted over the company's Teletype network which operates between San Francisco, Los Angeles and New York and, for foreign trading, with Manila and Rotterdam. The company has its own 24-hour channel to Manila (RCA Radio) with teletypers at each end.

Sales Line Up

The offices in San Francisco, Los Angeles and New York are the only ones that sell for the industrial division. These are supplemented by independent representatives in the principal cities of the United States. The Los Angeles office has a sales manager and two field men; the San Francisco and New York offices one each, all reporting to Hammond. They call upon technical representatives for field aid as required. Although the paint industry is composed of some 2,500 manufacturers, about 10 of these produce 75% of the paint manufactured, so a small field staff can work advantageously.

Advertising produces some of the leads. Since 1950 when PVO began to pioneer safflower oil, it has used space in such publications as *American Paint Journal*, *Oil, Paint and Chemical Review*, *Western Paint*, and *Chemical Engineering News*. Copy has been terse. Spot advertisements have announced that PVO has safflower oil, that supplies are "adequate," or "improving"; and representatives to be contacted for information have been listed.

The company has sold all of its safflower oil production every year up to the present. The sales organization knows it must accept this challenge, for, committed as the company is to buy all of its farmers' production, there is no way it can protect itself should sales not hold up. Also, when the farmers start shipping seeds at harvest time, the company must pay (or else promise to pay later

with interest!). Large inventories must be kept; the seeds or the oil product held against the long term contracts with customers . . . and against the hazards of the following year's harvests.

PVO also has a problem in selling the meal which is a by-product of the oil extraction process. The meal represents about two-thirds of the weight of the seeds. It has been marketed thus far as a cattle and dairy feed, but a growing marketing problem looms as production increases, particularly as it is uneconomic to ship far due to high transportation costs. The company is trying to upgrade and segregate the meal and find new and better markets for it.

A promising new market for the oil itself is in the offing as its medicinal and food values are being recognized by the medical profession and the public. Independent clinical research on the comparative advantages of liquid versus solid fats in the diet alerted PVO's research and sales heads to new possibilities for the product. It was found that the safflower oil has the highest percentage of the anti-cholesterol agent, linoleic acid, of any of the edible natural oils.

The Health Market

Armed with this fact, PVO for the past year has been working with the various clinical laboratories, providing free samples and supplies of the oil for testing. They have also provided a modification of the oil which is higher in the linoleic acid. Practically all of the clinical laboratories and major pharmaceutical houses of the United States have done or are doing some work along the lines of development of pharmaceutical uses for the oil. Some of these have been placed on the market. The degree and speed of acceptance appears to be mainly up to the medical profession, which must approve, prescribe or recommend the items.

Probably the best testimony to the success of PVO's coordinated crop development and sales program comes indirectly from the bankers.

Today, PVO's management can report, the once-skeptical bankers are more willing to loan money on the safflower oil program than on any other. And no wonder; for safflower has become one of the company's most profitable operations. **The End**

This is the time to accentuate the positive.

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the May 10, 1957 SALES MANAGEMENT Survey of Buying Power to your own market areas.

Market Statistics, Inc. will prepare these IBM analyses for you quickly. Or if you have your own IBM installation, you can prepare them automatically in your own office, as do over 200 leading companies today.

In addition to the factors shown above, many other specialized indexes are available on county cards; Index of Urban Demand (for styled

merchandise), Index of Office Equipment Demand, Index of Resort Activity, Growth Factors (to isolate areas of rapid or slow growth) TV homes as of January 1, 1957, plus all major Census marketing benchmarks (age, distributions, etc.)

It is only necessary to determine what factors (or combinations thereof) would reflect demand for your product. If you have any questions on this, you may without obligation consult with our staff for correlation studies of your own sales to isolate your key marketing factors.

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT MAGAZINE







432 Fourth Avenue, New York 16, N.Y.—MU 4-3559



How to tell



Men and women are different. Different in every way you can imagine. They are not only different in the way they look, but also in their way of thinking, talking, behaving. Take falling in love, for example. Have you ever noticed that men and women behave quite differently when pricked by Cupid's dart?

	Exchange of Glances	Exchange of Snapshots	Exchange of Letters
MALE BEHAVIOR	 <p>"Did you notice the way she looked at me?"</p>	 <p>"You should see her in a bathing suit!"</p>	 <p>Dear Anne: I am fine. How are you...?</p>
FEMALE BEHAVIOR	 <p>"Who, him? I hardly noticed him."</p>	 <p>"Doesn't he have the most divine ear lobes?"</p>	 <p>It's beautiful here tonight... the stars...</p>

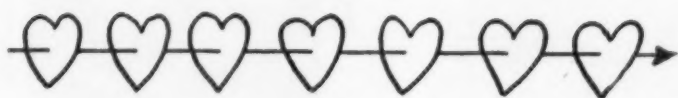
Just as men and women have different attitudes toward falling in love, they also have different attitudes toward what they read. Because the *Journal* is edited for *her* and her alone, more women have fallen in love with the *Journal* than any other magazine on earth.

And advertisers invest more money in *Ladies' Home Journal* than in any other women's magazine.

THE NO. 1 MAGAZINE FOR WOMEN:

SALES MANAGEMENT

the sexes



by the way
they fall in love



Exchange of Testimonials



"It took me a good hour to land him."



"It's just something I whipped up in a few minutes."

Exchange of Ideas



"You mean I ought to like this stuff?"



"Oh, but I *do* like fishing!"

Exchange of Vows



"I do."



"I do."

Women have a world of their own...
and a magazine of their own...

Ladies' Home **JOURNAL**
A CURTIS PUBLICATION

NO. 1 IN CIRCULATION ★ NO. 1 IN NEWSSTAND SALES ★ NO. 1 IN ADVERTISING REVENUE

NOVEMBER 1, 1957

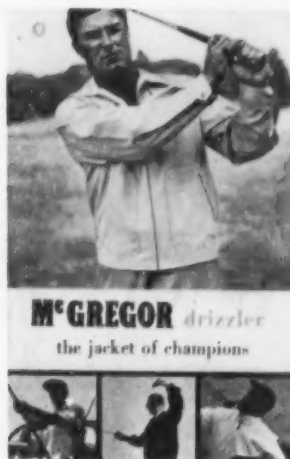
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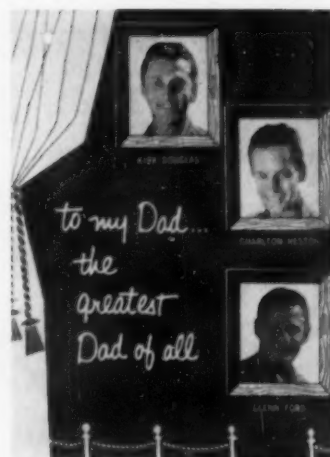
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CRAZY about Tags!

McGregor-Doniger, Inc. demonstrates what creative sales thinking and imagination can do to squeeze plus values out of a little medium like a hang-tag. See how they ring in interesting changes in design and copy content to rouse dealer and consumer interest in this or that garment.

Quickest way to a capsule course in the merchandising of men's sportswear: Study a set of hang-tags on McGregor-Doniger, Inc.'s products. In miniature, they reflect the essence of a sales program astute enough to lead retailers to display with pride the hang-tags on McGregor apparel.

Tags were assembled as part of a program of research by Tag and Label Division of Rothchild Printing Co., New York.

Some of McGregor's tags perform the more usual functions of apparel tags—telling the fabric content and how to care for the garments. But all of them go beyond that. Many are conversation pieces. They evoke chuckles. They inject glamor into products that might, at first glance, appear prosaic. They draw all sorts of promotional team-mates into the act. They do these things through color, shape, timeliness, but above all through the imaginative touch.

Here are cases in point:

1. UP TO THE MINUTE. For cold-weather "fashions from the ends of the earth," there's a salute to "the International Geophysical Year and all sponsoring nations . . . virile fashions inspired by The Land of the Midnight Sun . . . Bold explorer styling . . . Warmth without weight, easy wash-and-wear." Illustration is the Earth, suspended in space, with a warmly clad man projecting from each Pole. On the back cover, a close-up photograph of an explorer and a map of Antarctica.

2. ALL GIFT-WRAPPED. A basic "Gift-Velope" tag, with space on back flap for copy applicable to any product, provides for insertion of gift card for any product at any season. Front design is familiar McGregor plaid framing company logotype.

SALES MANAGEMENT



6



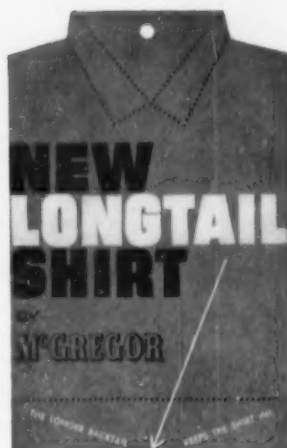
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3. **VIPs HONORED.** Some items, tied to famous sports personalities, have tags featuring individual champions. Firm's Drizzler Jacket series has endorsement of British Open Champion Peter Thomson.

4. **INTERLINING EXCITEMENT.** "Ram Jet Jackets," with interlining of Curtiss-Wright's CURON, have jet-shaped tags.

5. **SPECIAL OCCASION.** Father's Day gift-tag includes questionnaire, answers to which indicate whether Dad is a "Snappy Pappy," "Strong and Silent," or a "Middle of the Road." Three famous movie star fathers are shown on folder's cover.

6. **TIE-IN WITH NATIONAL ADS.** Series of folder tags for "Back-to-Campus Fashions," with individual covers, each featuring different outfit, but with identical center spreads and back covers.

7. **SPECIAL FEATURES,** if worth mentioning, are worth emphasizing, even dramatizing. "SHIRT THAT STAYS AT COLLEGE" (student washes it himself—doesn't send home for laundering) has campus building line drawing . . . The DRAGON Action Shirt has dragon on tag, looking at line drawing of the shirt with figures keyed to "6 great features" (can't-split seams, long-enuf tail—to name two).

8. **EL GRECO FEELING.** Sport shirts in the "Colors of Spain" have a tag with inside illustration reproduction of El Greco's "Toledo," with front cover showing shirt worn by a model photographed against a bullfighter poster.

9. **DIE-CUT FOR LONGTAIL.** Shirt-shaped tag, with dotted lines filling in outline, has arrow to call attention to the "longer backtail."

10. **TEAM-MATES.** McGregor loves its own tags and those of other manufacturers, gets others into the act whenever possible. Examples: Kowloon Swim Set of "Disciplined Cotton by Bates" (features of non-fading, fast-drying cotton illustrated on back of tag) . . . "The World Famous McGregor Wash and Wear" jacket is of Du Pont's nylon—"Just DASH it in a Bendix." (3 courtesy credits in 16 words!) A "Gift-Velope" gift-card tag for a Nylon "Anti-Freeze" jacket recommends washing and drying in the new "Easy" combination washer-dryer . . . Garment treated with Minnesota Mining & Mfg. Co.'s "Scotchgard" stain repeller has tag calling attention to this, in shape of Scotch castle . . . Pencil-striped shirt, of fabric matching depth of lines produced by varying hardness of Venus pencils has tag showing pencils. **The End**

"...the means for getting quick and



Frederick R. Cross is Director of Advertising at Stewart-Warner Corporation. Immediately following graduation from Kenyon College in 1917, he entered the Army as a lieutenant of artillery. After the war he spent 2 years with an advertising agency and then 2 years in the Sales Department of Procter & Gamble. He then joined the Alemite Division of Stewart-Warner and in 1926 became advertising manager. Seven years later he was named to his present position. We recently visited Chicago and had the opportunity to talk with Mr. Cross about the part trade and industrial publications play in his advertising program. Here are the highlights of that discussion.

Q Mr. Cross, just how would you describe the Stewart-Warner operation?

A We are a large and highly diversified manufacturing organization whose products are marketed internationally. We have 10 fully integrated divisions, each holding a place of leadership in its field.

Q What are your major product classifications?

A Automobile parts and accessories; heating and air conditioning; aviation heat exchange equipment; casters for the household and industrial markets; military and civilian electronics equipment; lubricating systems and equipment for automotive, industrial, and farm use.

Q In which of these fields did Stewart-Warner get its start?

A We began as manufacturers of speedometers.

Q When did the present organization come into being?

A You might say that the corporation as we know it today dates from 1924, when we acquired the Bassick and Alemite Divisions. All other subsidiaries have come into the organization since that time.

Q How long has Stewart-Warner been advertising?

A For some 50 years. However, our first regularly scheduled industrial advertisement appeared in 1922.

Q Has there been a steady growth in your use of the trade and industrial press over the years?

A Yes. We now use close to 60 publications in that category.

Q Just what would you say your advertising philosophy is?

A Well, let me say for one thing that Stewart-Warner has always been a strong believer in advertising. It is a very necessary part of our over-all business formula and certainly has contributed in no small way to the success we have enjoyed.

Q How do you feel on the subject of consistency?

A We have rather strong convictions about that. We not only believe that advertising should appear regularly in the magazines we use, but also that it should appear continuously year after year—both in bad times and good.

Q Would you go so far as to say that intermittent advertising is wasteful?

A Well, let's just say we believe it is a mistake to advertise on a hit-and-miss or now-and-again basis—a mistake we refuse to make. After all, advertising is an integral part of the sales effort, and I don't know of any successful organization that goes after sales on an intermittent basis.

Q Do you base your advertising budgets on the percentage formula?

A No we don't. As I have said, we look on advertising as something to be done in a planned and iterated way year in and year out. But whenever sales slip off, we recognize the need to advertise even more aggressively. Now if we were to use the percentage of sales formula to establish our budget we'd be doing just the opposite—we'd be doing a smaller amount of advertising when business is off than when it is good.

Q What are your advertising objectives?

A We have several, of course. We use consumer media, where appropriate, to

SALES MANAGEMENT

deep penetration in any industry"

build interest in and demand for our consumer products and services. We use the business and trade press—both horizontal and vertical—to create awareness of and interest in our products in their various fields and to make the work of our salesmen easier and more profitable. Finally, we use advertising in selected media to sell our size, stability and diversity of product and field so as to publicize Stewart-Warner as a successful and progressive organization, one devoting a great deal of effort and money to research and development.

Q Do you actually sell through advertising?

A We are actually selling all the time, but indirectly. None of our divisions are in the mail order business. Our advertising is designed to support the efforts of our salesmen by paving the way for them through making their prospects and customers aware of us and the products we manufacture, and to serve as "extra calls" between their regular visits.

Q As the director of advertising, are you satisfied with the degree of acceptance that today's highly trained salesmen have for advertising?

A I'm never satisfied. It's a job that you have to keep eternally at, because salesmen, the very best of them, seem prone to overlook the importance of advertising as a sales tool unless you keep



"It has been my experience that almost everybody in business, at least everybody interested in advancement and business success, is an avid reader of his trade or industrial press."

pounding away—ever reminding them what a potent tool it really can be when used correctly.

Q What have you found to be the most successful copy themes?

A I think that on the whole our most successful advertisements are built around case histories and testimonials. Naturally we can't often use this technique on product announcements and the like, but when it comes to pushing an established item, I believe the case history type of advertising registers better and is the most effective—it permits us to tell how our products perform in actual use and what customers have to say about them.

Q How important are trade and industrial publications in modern industry?

A I think they play a most vital part. They are, in a sense, the nerve center or communications center for industry through which most news or information flows. They make possible the fast and accurate exchange of ideas and information upon which industry thrives. It has been my experience that almost everybody in business, at least everybody interested in advancement and business success, is an avid reader of his trade or industrial press. And such publications are of great value to advertisers.

Q Would you say that the trade press is indispensable to the man who hopes to succeed?

A Yes, I would say it is.

Q Why are trade and industrial magazines of particular value to you as an advertiser?

A They represent the means for getting quick and deep penetration in any industry in which we have an interest. Their speed of coverage has a particular appeal to us, because even the best sales force starting out with a new product can't be expected to get the word around to all customers and prospects fast enough. This is particularly true in industries where interviews tend to be lengthy and people difficult to see.



"We not only believe that advertising should appear regularly in the magazines we use, but also that it should appear continuously year after year—both in bad times and good."

Through the use of trade and industrial publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them, most productive for you. In this respect, the responsible trade press serves a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes proportionate selling power.



Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: The Iron Age • Department Store Economist • Hardware Age • Spectator • Hardware World • Jewelers' Circular-Keystone • Automotive Industries • Gas • Distribution Age • Optical Journal and Review of Optometry • Motor Age • Boot and Shoe Recorder • Commercial Car Journal • Butane-Propane News • Electronic Industries • Book Division

COMING . . .

NOV. 15, 1957

CONVENTION FACILITIES ISSUE

of Sales Meetings

Part 2

Sales Management

This big, special issue is designed for the man who is responsible for selecting meeting sites, exhibit builders and suppliers of convention and exhibit services. (It's a mighty handy guide to select hotels for personal travel, too.)

CONVENTION FACILITIES ISSUE

provides facts on...

- ✓ Convention Facilities Data On Over 900 Hotels
- ✓ Meeting and Exhibit Facilities Data on Over 120 Auditoriums
- ✓ Lists of Suppliers of These Products and Services:

- Trade Show Exhibits
- Booth Backgrounds and Furniture
- Audio-Visual Aids
- Industrial Theater
- Entertainment
- Convention Photography
- Models

Look for this big, special directory for meeting and exhibit planners with your November 15 issue of SALES MANAGEMENT.

"Persuasion for Profit"

"Promotion is the procedure of distributing as widely and persuasively as possible those truths which it is to your advantage to make known."

Those are the opening words of the new book,* "Persuasion for Profit," by Nicholas Samstag, Director of Promotion, *Time*, The Weekly Newsmagazine.

It is Samstag's contention that "although men conspire to pretend that they choose one alternative over another for logical reasons, it is rarely true that they do."

So Samstag identifies and illustrates the following 17 strategies:

1. *Strategy of timing.* Politics abound with such examples: Theodore Roosevelt always made his most dramatic announcements on Sunday.

2. *Strategy of forbearance.* Forbearance grows out of strength and wisdom; it is seldom used by the young or the insecure.

3. *Strategy of approach.* It is very often true that the shortest distance between two points is *not* a straight line.

4. *Strategy of surprise.* New products are often best introduced to their markets in a sudden torrent of advertising and publicity that, for the moment, dominates the media in which they appear.

5. *Strategy of participation.* The small-town newspaper editor who systematically mentions the name of every subscriber at least once a year is practicing it.

6. *Strategy of association.* Inherent in our culture is a healthy national tendency to mutter "Sez you!" when anyone arises to propound his own virtues. The testimonial changes the comment to a second-level cynicism—"Sez him, about you!"

7. *Strategy of disassociation.* The appointment of an outside jury is the accepted and most effective way of disarming criticism and, at the same time, adding an element of strength.

8. *Strategy of the crossroads.* The strategy of the crossroads involves the careful execution of a deliberate plan to situate one's self, one's organization, or one's project at a confluence of forces—with advantages realistically anticipated and risks consciously taken.

9. *Strategy of personalization.* [Borden's] Elsie provided an "umbrella" under which many products could be advertised.

10. *Strategy of the fait accompli.* Master of this process (to our Republic's cost) . . . Senator McCarthy . . . whose favorite double cross coupled the strategy of the fait accompli with—

11. *Strategy of the bland withdrawal.* These two strategies continue to tempt the unprincipled and unwise. . .

12. *Strategy of the apparent withdrawal.* The annals of business are filled with examples of men who, from "retirement," ran industrial empires with an effectiveness they could not have applied were they openly in control.

13. *Strategy of the apparent runner-up.* I had asked two men for reports. One man reported immediately. The other said "I have decided to give this matter a little deeper thought . . ." In short, he announced, he was only the *apparent* runner-up!

14. *Strategy of omission.* The withholding of an action can sometimes be as effective as a punitive action taken—and often less compromising. It *could* have been an oversight.

15. *Strategy of reversal.* For several years, the fashion was to say that all selling letters were too long, and that the ideal letter never ran to more than one page. Then someone reversed that trend . . .

16. *Strategy of the mosaic.* A wise strategist can create such an effect in business by hand-picking dealers, distributors, agents . . . and obtaining from them testimonials for his product or service.

17. *Strategy of the understatement.* The phrase "she was not un-beautiful" in one form or another was found continually on the lips of the swashbuckling young and not so young men who populated [Cabell's] novels. It indicated, of course, a condition of stunning pulchritude.

Samstag concludes: *A strategy is an instrument for winning.*

* *Persuasion for Profit*, University of Oklahoma Press, \$3.75.

What's Happening to Color Trends?

(continued from page 35)

increase in the use of metallic foils in packaging, and the use of metallic inks. As one manufacturer after another came out with foil labels such as are now seen on many shelves in the super markets, a trend started towards the use of metallic inks in the same firm's advertising program. Possibly this factor accounts for the growing use of metallic colors throughout the entire home furnishings field. Copper, gold, silver and bronze appear in wallpapers, draperies, bath towels, lamp shades and many other home furnishings.

The mass market is settling down with respect to color, we can report with some confidence. Even in the paint field people are finding that they can get along with only 150 to 300 colors and this narrows to a few favorites for major items. Although the high style people in all fields are still going all-out in color range, the mass market actually does not want a lot of color. There are two reasons why paint dealers are offering a wider range than demand really warrants:

(1) Each feels he may be losing business if he does not carry as wide a

selection as his competition does. (2) There is a general feeling that a wide choice offers an opportunity to find out what people do want. Some breadth of range is necessary also to facilitate the working out of coordination schemes.

Manufacturers and sales executives should welcome the news that sales evaluation at production and dealer levels reveals a greater percentage coming from only 5 to 10% of the colors available.

Regional variation in color preference is slight and that's another piece of good news to businessmen. From coast to coast, our sales show, there is remarkable uniformity in the favor accorded the popular colors. An even more surprising fact, calculated to cheer production men and sales people alike, is that there is little regional variation in color preference between the rural populations and those of the supposedly more sophisticated urban centers.

On what colors is it safe to gamble in the months ahead? We do not predict but we can show exactly what is happening on the basis of our sales of tubed colorants through 227 paint

manufacturers to 12,000 retail paint stores the country over. It is clear that light browns and light gray-greens are rising rapidly. The sharp clean colors are dropping in popularity compared with the muted pastels. Off-whites such as "Birch" and "Marshmallow" have been showing a strong upward trend, as forecast by many magazine editors.

Although pinks, in our Colortrend Report, still enjoy high favor, a canny manufacturer would not base a big long-range promotion on these hues. They have reached their peak and are going down. Manufacturers will watch for the colors that are on their way up, such as the browns, and begin to promote them, along with artfully selected go-together colors and accents, what are called the forecast or current colors. The rising popularity of "Faun," "Antelope," "Buckram," and "Tampa" may easily be due to the fact that they are so harmonious with many of today's best-selling pinks, off-whites and yellows.

The green family has started a long-deferred comeback, led by light gray-greens. Sharp clean greens are not doing so well, with colors such as "Chartreuse" still at a very low popularity level. The muted yellow-greens such as "Reed" and "Celery" are coming back up with the light browns, but more slowly. On the downward trend are the more intense hues of blue-greens, blues and yellows.

In practically every case the greatest increases have been shown by the light muted values in each color family. The popularity of the cleaner pastels noted several seasons ago has definitely diminished in favor of the grayed tones. Today, the best selling individual color is "Pinefrost," a light aqua.

These are colors chosen by the American mass market for decorating and home furnishings. It should be clearly understood that such colors are only one portion of the overall color field and have little if any bearing on color selection for industrial design where such factors as visibility, heat control, legibility, and other physiological and psychological aspects are involved.

In summing up, we may say with confidence that the subjective approach to color selection is on the way out. People concerned with sales to the mass market can now select colors for their products with a minimum of risk, if they utilize all the resources available to them. **The End**

MAJOR SOURCES OF INFORMATION ON COLOR TRENDS

Semi-annual Colortrend Reports by the California Ink Co., Inc., 545 Sansome St., San Francisco 11, Calif. [See accompanying article]

Color Association of the United States...prepares seasonal color cards for woolens, fabrics, women's gloves and hosiery. Headquarters for many color standards. Address: 200 Madison Ave., New York, N. Y.

Inter-Society Color Council...a leading color organization supported by various associations interested in color. An interesting news letter is published on developments in the field of color. Address: Ralph M. Evans, Secretary, Color Control Division; Eastman Kodak Co., Rochester, N. Y.

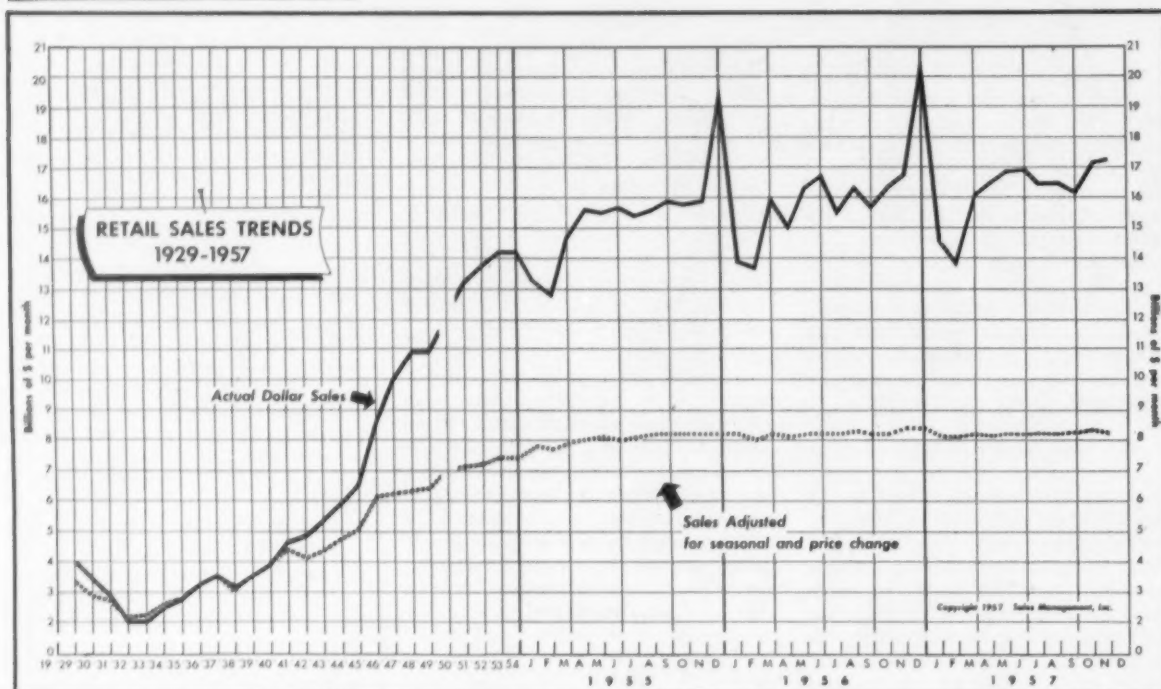
National Paint, Varnish and Lacquer Association's annual color survey...a statistical report on color trends as shown in trade sales figures of various types of paints. Address: 1500 Rhode Island Avenue, N.W., Washington 5, D. C.

American Color Trends...from the research division of Faber Birren and Co., 500 Fifth Ave., New York 36, N. Y.

No better time to brag about good current sales volume.

See Editorial, page 7

HIGH SPOT CITIES



WHAT'S HOLDING RETAIL SALES UP?

Retailing Still Gaining at the Rate Of 5% Over 1956

By DR. JAY M. GOULD

Research Director

Sales Management's Survey of Buying Power

In the face of recent declines in stock prices, industrial output, capital spending plans, industrial prices, housing starts, etc. . . the fact that retail sales in November will probably again score gains over last year of the order of 5% should be a most welcome bit of reassurance.

An examination of the retail box-score shows that five categories of retailing account for the good score so far this year: stores selling food, apparel, autos, gasoline and drugs in the aggregate have racked up sales of \$88.7 billion for the first nine months of 1957, 8% over 1956, while all

other outlets have accounted for \$57.2 billion, or 2.9% more than in 1956.

It will be noted that those lines doing well are precisely those not affected by price competition of the kind that has made the discount house the bane of department stores

Retail Sales Box Score

	9-Month Totals \$ Millions			September \$ Millions		
	1957	1956	% Change*	1957	1956	% Change
Food	35,109	32,566	+ 7.8	3,852	3,748	+ 2.8
Eating & Drinking Places	11,100	10,731	+ 3.4	1,311	1,240	+ 5.7
General Merchandise	14,202	13,890	+ 2.2	1,684	1,699	— .9
Apparel	8,247	7,788	+ 5.9	1,000	981	+ 1.9
Furniture & Appliances	7,575	7,513	+ .8	856	860	— .5
Lumber, Building, Hardware	10,331	10,340	— .1	1,200	1,253	— 4.2
Automotive	29,636	27,262	+ 8.7	3,054	2,676	+ 14.1
Gasoline Service Stations	11,251	10,191	+ 10.4	1,278	1,181	+ 8.2
Drug & Proprietary	4,539	4,193	+ 8.3	511	465	+ 9.9
* Total Sales	145,895	137,728	+ 5.9	16,191	15,583	+ 3.9

*Includes data for kinds of businesses not shown in above nine categories.

and furniture and appliance dealers. These latter outlets, along with lumber yards, building materials dealers and hardware stores, have very little tangible evidence that 1957 will be the best retailing year in history.

But there are already signs that the build-up of the 1957 Christmas shopping season may be marred by the effects of layoffs. In communities heavily dependent on government orders which have been recently cut back, retailers already complain of an immediate reflection in declining sales. In New York the sharp drop in the stock market, in which billions of paper profits disappeared overnight has already affected certain luxury markets; airline traffic is slipping, while high-price restaurants report a slow down in business. And of course should the present state of business, which can still be regarded as a levelling-off process, result in actual overall declines, retailing cannot remain immune.

Among the states expected to report better-than-average performance for this November as compared with last November are:

Alabama	New Mexico
Arizona	North Dakota
Florida	Vermont
Wyoming	

The leading cities, those with a City-National Index well above average are:

Middletown, Conn.	114.7
Florence-Sheffield-Tuscumbia, Ala.	114.6
Savannah, Ga.	114.0
Orlando, Fla.	113.1
Lexington, Ky.	112.6
San Diego, Cal.	111.2
San Jose, Cal.	110.6
St. Petersburg, Fla.	110.2
Phoenix, Ariz.	109.0
Albuquerque, N. M.	108.6
Niagara Falls, N. Y.	108.6

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce sur-

veys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index, 1957 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1957 vs. 1956" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column "City-National Index, 1957 vs. 1956," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Million," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

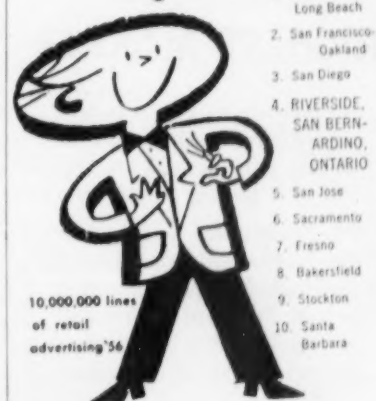
Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1956 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1957 vs. 1951	1957 vs. 1956	1957 vs. 1956	November 1957
United States	157.5	105.0	100.0	17,318.00
Alabama	162.1	107.8	102.7	223.08
★ Birmingham	158.6	110.7	105.4	45.50
★ Florence-Sheffield-Tuscumbia	211.9	120.3	114.6	7.90
★ Gadsden	147.6	107.4	102.3	6.42
★ Mobile	174.3	105.2	100.2	20.27
Montgomery	178.1	103.7	98.8	15.54
Arizona	207.4	108.9	103.7	114.70
★ Phoenix	210.9	114.5	109.0	36.87
Tucson	211.8	101.6	96.8	19.12
Arkansas	138.2	102.0	97.1	125.99
Fort Smith	154.3	101.6	96.8	8.09
Little Rock-North Little Rock	160.0	103.6	98.7	22.61
California	184.2	105.3	100.3	1,704.51
Bakersfield	176.5	99.1	94.4	16.89
Berkeley	152.8	101.3	96.5	13.25
Fresno	166.0	101.5	96.7	26.02
Long Beach	192.4	104.8	99.8	50.12
★ Los Angeles	174.1	106.1	101.0	346.18
★ Oakland	138.4	107.0	101.9	63.75
Pasadena	152.6	104.1	99.1	24.46
★ Riverside	221.6	109.7	104.5	11.97

Here are the Rankings...
California Metropolitan
Markets in order of Retail
Sales & Spendable Income.



10,000,000 lines
of retail
advertising '56

see the man from
RIVERSIDE PRESS
and **ENTERPRISE**

Represented nationally by Doyle and Hawley, Los Angeles, San Francisco, New York, Chicago, Boston, Minneapolis.

This is Eastern Connecticut

\$6,874,000 DRUG SALES

Selling aspirin? Nose drops? Cough remedies? Vitamins? Skin creams? Lotions? Eastern Connecticut is your market in the wintry months ahead. The area's 49,000 families spend a total of \$6,874,000 in drug stores, average \$140 per family against \$124 for the U.S.

A big pay-off market for drug product advertisers—but isolated... sold only through the Bulletin, only daily with a broad solid impact on the market's pocket-book.

Norwich Bulletin

and Norwich Bulletin-Record (Sundays)

NORWICH, CONN.

Bulletin Sunday Record
24,965 Daily 21,017

Represented by

The Julius Mathews Special Agency, Inc.



"There's no news like local news"

RICHEST MARKET

Stamford is Connecticut's richest large market — \$8,436 income per family, \$204,997,000 total buying power.

The Advocate alone gives your advertising that broad, penetrating impact required to sell Stamford to its full potential — 97% unmatched coverage of Stamford homes.

Stamford Advocate STAMFORD, CONN.

Represented by

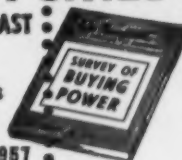
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR NOVEMBER, 1957



RETAIL SALES FORECAST
(S.M. Forecast for November, 1957)

City	City	City	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs. 1948	vs. 1956	vs. 1956	November

California (cont'd.)

★ Sacramento	210.0	110.3	105.0	41.99
San Bernardino	177.1	97.2	90.1	14.80
★ San Diego	213.2	116.8	111.2	66.05
San Francisco	127.2	103.1	98.2	110.87
★ San Jose	246.1	116.1	110.6	30.71
Santa Ana	257.8	103.6	98.7	15.10
★ Santa Barbara	145.9	106.3	101.2	8.96
Stockton	144.9	99.0	94.3	16.10
Ventura	120.2	102.3	97.4	5.76

Colorado

Colorado Springs	170.0	104.7	99.7	179.58
★ Denver	282.5	101.1	96.3	13.73
★ Pueblo	170.6	106.2	101.1	73.34
	189.2	109.1	103.9	10.52

Connecticut

Bridgeport	176.2	104.3	99.3	286.96
★ Hartford	136.4	103.5	98.6	23.84
	159.9	111.2	105.9	35.65
Meriden-Wallingford	164.6	103.0	98.1	8.12
★ Middletown	176.8	120.4	114.7	4.98
New Haven	151.6	101.6	96.8	26.15
★ New London	183.1	112.8	107.4	7.29
Norwich	178.7	103.4	98.5	5.25
Stamford	198.2	99.6	94.9	13.54
Waterbury	155.3	98.4	93.7	14.35

Delaware

Wilmington	153.6	103.6	98.7	48.76
	153.1	104.7	99.7	23.93

District of Columbia

	131.9	105.8	100.8	123.96
★ Washington	131.9	105.8	100.8	123.96

Florida

★ Fort Lauderdale	256.6	110.5	105.2	504.63
Jacksonville	378.4	111.0	105.7	19.15
★ Miami	197.7	104.2	99.2	41.36
★ Orlando	236.1	113.1	107.7	77.13
★ Pensacola	294.1	118.8	113.1	21.09
★ St. Petersburg	258.2	109.3	104.1	12.34
★ Tampa	272.6	115.7	110.2	26.17
	265.7	111.3	106.0	35.87

Georgia

★ Albany	177.6	104.9	99.9	314.86
★ Atlanta	202.7	105.6	100.6	6.26
Augusta	186.1	106.7	101.6	82.72
Columbus	177.7	96.1	91.5	12.41
Macon	161.0	99.4	94.7	12.54
★ Savannah	169.1	98.3	93.6	11.90
	191.9	119.7	114.0	17.62

Hawaii

★ Honolulu	150.1	108.9	103.7	30.75
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ONLY the RECORD and JOURNAL



COVER

Meriden • Wallingford, Conn.

For low-cost concentrated selling, take advantage of the rich Meriden - Wallingford concentrated urban market! You get low-cost concentration of coverage, too: 97% with the Record & Journal. No combination of ABC Hartford or New Haven newspapers has more than 500 circulation here.

The Meriden RECORD and JOURNAL

Meriden • Connecticut

National Representatives:
GILMAN, NICOLL & RUTHMAN

3rd in Connecticut For Sales Of General Merchandise!

In isolated, "hi-spend-ing" New London, general merchandise sales are a high \$876 per family... 3rd highest of all Connecticut cities with a population of 25,000 or over. (SM '57 Survey)

Boost your sales "for sure." Cover this 61,547 ABC City Zone in The Day —New London's only daily.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

SALES MANAGEMENT

MIDDLETOWN

Saleswise, the
HOTTEST CITY
In the Nation

In September, Middletown again led all U. S. High-Spot Cities—with a sales gain 17.7% above the national gain.

Big things are happening in Metropolitan Middletown. \$4,567 per family sales last year—\$676 above average . . . and the trend is sharply UP!

The Press alone sells the Metropolitan Middletown \$97,275,000 retail market. No combination of outside newspapers comes anywhere near equaling its coverage.

You ALWAYS Get MORE in MIDDLETOWN

THE MIDDLETOWN PRESS



27,500 Families Spend EXTRA On House and Home

Norwalk area families are big spenders for home decoration, maintenance and improvement of the house.

Furniture—household—appliance purchases are 61% above the U. S. family average—total \$9,020,000.

Lumber—buildings Materials—hardware purchases are 54% above—amount to \$11,877,000.

Sell the well-to-do Norwalk market through its local newspaper—The Hour.

The Norwalk Hour NORWALK, CONN.

96% Coverage of A.B.C.
City Zone (60,425)

57% Coverage of
The Trading Area

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
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FOR NOVEMBER, 1957



RETAIL SALES FORECAST

(S.M. Forecast for November, 1957)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1957	1957	1957	(Million)
	vs.	vs.	vs.	November
	1948	1956	1956	1957

Idaho 133.7 102.4 97.5 65.39
Boise 159.4 103.5 98.6 8.80

Illinois 151.3 105.2 100.2 1,115.50
Bloomington ... 131.5 104.0 99.0 6.31

Champaign-
Urbana 142.2 103.6 98.7 9.13

★ Chicago 142.3 106.9 101.8 518.70
Danville 128.3 94.9 90.4 6.27

Decatur 162.8 101.5 96.7 12.50
East St. Louis .. 164.9 104.5 99.5 11.87

★ Moline-Rock Is-
land-E. Moline 147.8 109.2 104.0 14.14
Peoria 143.3 103.2 98.3 19.85

Rockford 172.2 103.0 98.1 19.76
Springfield 147.7 104.2 99.2 15.43

Indiana 150.2 103.1 98.2 444.22

★ Evansville 148.8 105.1 100.1 17.49
Fort Wayne 147.4 101.6 96.8 21.39

★ Gary 171.3 107.3 102.2 20.33
Indianapolis 154.0 102.1 97.2 75.37

★ Lafayette 141.6 108.3 103.1 6.36
★ Muncie 164.4 106.3 101.2 9.17

★ South Bend ... 133.2 108.6 103.4 19.05
Terre Haute ... 129.1 103.7 98.8 10.33

Iowa 133.9 102.7 97.8 287.42

Cedar Rapids ... 148.2 100.1 95.3 12.46
Davenport 139.0 102.6 97.7 12.23

Des Moines 140.0 104.8 99.8 29.20
★ Dubuque 121.4 105.1 100.1 6.35

Sioux City 134.5 104.5 99.5 12.85
★ Waterloo 139.6 105.5 100.5 9.98

Kansas 143.8 103.5 98.6 204.66

Hutchinson ... 118.4 95.7 91.1 5.23
Kansas City 146.4 98.3 93.6 13.31

★ Topeka 184.4 107.4 102.3 14.33
★ Wichita 209.4 107.1 102.0 35.65

Kentucky 151.9 103.0 98.1 213.29

★ Lexington 157.2 118.2 112.6 13.06
Louisville 157.2 100.1 95.3 53.64

★ Paducah 163.8 109.2 104.0 5.77

Louisiana 179.9 106.5 101.4 254.37

★ Baton Rouge ... 225.8 111.7 106.4 22.26
★ Lake Charles .. 245.5 107.2 102.1 9.23

★ Monroe-West
Monroe 183.6 110.5 105.2 9.49
★ New Orleans ... 166.7 107.0 101.9 71.28

Shreveport 169.0 104.3 99.3 21.75

Maine 144.5 101.8 97.0 90.56

Bangor 151.4 102.0 97.1 6.72

DOUBLE BULLSEYE

Your advertising in Kennebec County is aimed at Maine's third largest food volume, \$27-720,000, and Maine's highest food sale per family—\$1,200!

And it's smack on target when you use the Augusta Kennebec Journal, which covers Augusta (State capital, county seat) completely and blankets the largest part of the county's homes.



AUGUSTA

KENNEBEC JOURNAL

AUGUSTA, MAINE

Represented by The Julius Mathews
Special Agency, Inc.

CAR SALES SET FAST PACE

Automotive sales in Biddeford-Saco, Maine are 51% above par volume—set the pace for this \$10,105,000 market on wheels.

Gear your selling efforts in this key automotive market to local buying habits.

Schedule the Biddeford Journal . . . capture the interest of 90% of Biddeford-Saco families.

THE BIDDEFORD

JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

6th ranking test market in the country

Portland, Maine market

62%

OF ALL MAINE'S
**AUTOMOTIVE
SALES***

IN THE PORTLAND MARKET

* Source: Sales Management

More automotive sales are made in the big Portland, Maine, market than in any of these states:

More than **DELAWARE**
More than **VERMONT**
More than **NEVADA**
More than **WYOMING**



\$114,083,000 in automotive sales are concentrated in the Portland, Maine area. Get faster action from your advertising dollars, and greater dealer support in the Portland, Maine newspapers.

top test market in the 75,000-100,000 group

Portland, Maine Newspapers

PORTLAND PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

Represented by the Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR NOVEMBER, 1957 •

RETAIL SALES FORECAST

(S.M. Forecast for November, 1957)

		City		Nat'l.	
Index	1957	Index	1957	Index	8
vs. 1948	vs. 1956	vs. 1956	vs. 1957		(Million)

Maine (cont'd.)

★ Lewiston-Auburn	141.0	106.1	101.0	7.89
Portland	141.8	101.4	96.6	13.10

Maryland

★ Baltimore	177.2	104.0	99.0	280.30
Cumberland	151.3	105.7	100.7	130.16
Hagerstown	129.7	104.1	99.1	5.91
	160.7	94.1	89.6	6.49

Massachusetts

	154.2	102.7	97.8	542.84
Boston	144.9	104.3	99.3	130.25
Brockton	138.6	99.1	94.4	8.14
Fall River	124.3	101.2	96.4	10.69
★ Holyoke	149.6	105.4	100.4	7.35
★ Lawrence	141.0	113.0	107.6	10.92
Lowell	131.3	104.6	99.6	10.02
★ Lynn	138.2	105.3	100.3	11.50
New Bedford	129.3	99.3	94.6	11.46
Pittsfield	145.5	100.1	95.3	7.45
Salem	138.7	98.8	94.1	6.28
Springfield	148.0	102.1	97.2	24.25
Worcester	140.7	104.1	99.1	26.33

Michigan

	165.6	103.4	98.5	819.34
Battle Creek	146.0	104.9	99.9	8.76
Bay City	159.8	104.4	99.4	8.28
★ Detroit	144.4	105.5	100.5	251.20
Flint	193.7	102.7	97.8	31.72
Grand Rapids	157.8	100.8	96.0	31.40
★ Jackson	163.0	107.9	102.8	10.79
Kalamazoo	174.3	102.0	97.1	14.34
Lansing	165.5	100.8	96.0	19.43
Muskegon	162.4	104.3	99.3	10.00
★ Pontiac	211.0	111.7	106.4	16.19
Port Huron	144.6	98.7	94.0	6.38
Royal Oak-Ferndale	240.5	103.5	98.6	16.57
Saginaw	162.6	100.9	96.1	14.25

Minnesota

	138.2	103.2	98.3	334.92
★ Duluth	167.0	109.7	104.5	17.00
Minneapolis	137.1	104.5	99.5	82.46
St. Paul	128.3	101.6	96.8	43.18

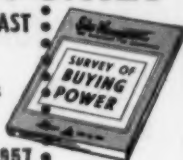
Mississippi

	148.3	98.3	93.6	125.88
Jackson	168.1	98.7	94.0	14.27
Meridian	161.4	101.0	96.2	5.45

SALES MANAGEMENT

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR NOVEMBER, 1957 •

RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

City		City		Nat'l.		\$
Index	Index	Index	Index	Index	Index	
1957	1957	1957	1957	1957	1957	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	November
1948	1956	1956	1956	1956	1956	1957

Missouri	142.9	101.1	96.3	426.03
★ Joplin	140.7	106.1	101.0	6.21
Kansas City	125.3	102.3	97.4	78.39
St. Joseph	130.0	102.9	98.0	8.94
St. Louis	131.7	101.7	96.9	107.46
Springfield	147.6	102.4	97.5	10.67

Montana	142.0	101.3	96.5	71.93
Billings	162.4	101.5	96.7	7.91
Butte	141.4	97.0	92.4	5.71
★ Great Falls	159.1	107.2	102.1	7.89

Tailor Your Advertising To Maine's Busiest Shopping Pattern

Maine's retail activity hits its highest speed in Waterville's stores. Volume produced by local dealers is practically doubled—90% above average volume.

The A.B.C. Waterville market 95,583 population \$138,500,000 income, \$106,922,000 retail sales — is Maine's busiest shopping pattern . . . paralleled by the circulation of the Sentinel, with complete coverage of the city, 66% of the entire market.

Waterville Sentinel WATERVILLE, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

City		City		City		\$
Index	Index	Index	Index	Index	Index	
1957	1957	1957	1957	1957	1957	(Million)
vs.	vs.	vs.	vs.	vs.	vs.	November
1948	1956	1956	1956	1956	1956	1957

Nebraska	129.5	100.0	95.2	143.39
Lincoln	141.5	103.1	98.2	14.10
Omaha	138.0	100.2	95.4	35.57

Nevada	222.3	105.3	100.3	37.54
★ Reno	190.1	106.4	101.3	11.50

New Hampshire	151.8	103.7	98.8	59.13
★ Manchester	150.6	106.2	101.1	10.73
Nashua	157.4	101.5	96.7	4.80

New Jersey	164.0	103.7	98.8	607.37
Atlantic City	128.3	102.6	97.7	12.67
Camden	137.6	99.1	94.4	16.08
Elizabeth	134.4	100.9	96.1	13.57
Jersey City				
Hoboken	122.7	99.6	94.9	28.54
Newark	126.3	101.9	97.0	61.17
★ Passaic-Clifton	175.0	112.8	107.4	19.55
★ Paterson	144.6	112.8	107.4	22.11
★ Trenton	186.4	111.2	105.9	25.93

New Mexico	224.5	12.8	107.4	90.02
★ Albuquerque	296.7	114.0	108.6	28.25

New York	147.1	104.3	99.3	1,785.80
★ Albany	146.8	110.3	105.0	22.36
Binghamton	126.0	98.4	93.7	11.86
Buffalo	136.5	100.8	96.0	75.20
Elmira	132.3	99.4	94.7	8.04
★ Hempstead				
Township	278.8	105.2	100.2	93.52
★ Jamestown	130.4	105.4	100.4	6.39
★ New York	133.2	105.7	100.7	894.18
★ Niagara Falls	169.2	114.0	108.6	13.77
Poughkeepsie	156.6	103.1	98.2	8.66
★ Rochester	160.5	109.3	104.1	56.03
★ Rome	174.1	105.1	100.1	5.28
Schenectady	136.1	99.6	94.9	14.64
Syracuse	139.2	102.8	97.9	33.04
★ Troy	126.1	105.5	100.5	9.95
★ Utica	134.6	106.3	101.2	13.53

North Carolina	188.3	102.4	97.5	355.69
★ Asheville	177.2	112.8	107.4	11.89
Charlotte	191.9	100.6	95.8	27.40
Durham	147.4	102.4	97.5	10.63
★ Greensboro	202.1	108.4	103.2	21.26
Highpoint	215.3	102.4	97.5	6.91
Raleigh	194.4	104.4	99.4	13.49
Salisbury	189.1	98.2	93.5	4.82
Wilmington	182.2	100.1	95.3	7.11
Winston-Salem	203.4	97.7	93.0	14.93

North Dakota	129.5	109.1	103.9	66.46
★ Fargo	147.3	110.3	105.0	8.35

Auto, Gas Sales ABOVE STATE AVERAGE

Families in the Little Falls market spend an average of \$576 for automotive products, against \$520 for the state—and \$240 for gasoline, against \$165.

Automotive sales total \$5,180,000; gasoline \$2,161,000.

The Little Falls market is well worth selling — through the Times, only newspaper effectively covering it — reaching 75% of the homes.

Little Falls Times LITTLE FALLS, N. Y.

Represented by
The Julius Mathews Special Agency, Inc.

1957 Salisbury Post BRAND PREFERENCE SURVEY

now ready.

Would you like
a copy?
It's FREE!

Write
Salisbury Post
Salisbury, N. C.



Published in the Tri-Cities
Salisbury—Spencer—East Spencer
Post Office:

SALISBURY, NORTH CAROLINA

IN THE GROWING
"RUHR OF AMERICA"

BIG WAGES FREE SPENDING

Local families enjoy high wages from top-notch industries — gear their buying habits to today's high living standards . . . spend freely for household furnishings and equipment, cars, food, clothes and personal comforts.

Income (\$373,929,000) and plus spending (\$226,709,000) makes this one of the fastest-growing metropolitan areas in the nation. Now is the time to start selling this market—through its No. 1 newspaper . . . the leading daily paper in news coverage and advertising.

Chronicle-Telegram

"The Family Newspaper"

ELYRIA, OHIO

Circulation 22,094 ABC 9/30/56
DOUBLE the Number of City Families

Represented by
The Julius Mathews Special Agency, Inc.

Don't miss the 3rd!



...above all don't miss
Penn's 3rd
largest market!

Are you missing your share of \$22.3 million a year in food sales? You are if you're missing Pennsylvania's 3rd largest market — Bethlehem-Allentown. And it takes the GLOBE-TIMES to reach the Bethlehem families. (All other papers combined don't even cover 1/3 of them!) Are you covering them?

The Bethlehem Globe-Times

Roland L. Adams, Publisher
Gallagher-Delisser, Inc., National Representatives

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR NOVEMBER, 1957 •

RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

	City		City		City	
	Index	Index	Index	Index	Index	Index
	1957	1957	1957	1957	1957	1957
	vs.	vs.	vs.	vs.	vs.	vs.
	1948	1956	1956	1957	1957	1957
Ohio	168.8	102.3	97.4	1,033.12		
★ Akron	172.0	108.8	103.6	45.70		
Canton	156.6	102.5	97.6	19.79		
Cincinnati	152.2	100.1	95.3	78.50		
★ Cleveland	153.8	105.9	100.9	149.11		
★ Columbus	181.1	106.8	101.7	69.70		
Dayton	173.3	100.6	95.8	49.45		
Elyria	166.8	99.3	94.6	5.84		
Hamilton	184.3	98.9	94.2	10.56		
Lima	157.3	100.2	95.4	9.22		
★ Lorain	181.8	108.2	103.0	8.66		
Mansfield	173.2	94.3	89.8	9.46		
Middletown	162.7	98.3	93.6	6.04		
Portsmouth	150.9	97.8	93.1	6.31		
Springfield	156.3	97.3	92.7	12.29		
Steubenville	179.0	98.4	93.8	8.11		
Toledo	142.4	99.3	94.6	45.89		
Warren	184.5	103.7	98.8	10.35		
★ Youngstown	170.2	107.0	101.9	30.28		
Zanesville	152.8	99.8	95.0	6.56		

Oklahoma	150.0	102.0	97.1	206.56
★ Bartlesville	184.8	107.3	102.2	3.53
★ Muskogee	147.6	105.9	100.9	4.57
Oklahoma City	172.6	99.6	94.9	41.74
★ Tulsa	182.4	106.4	101.3	34.81

Oregon	133.2	97.4	92.8	178.60
Eugene	133.2	94.4	89.9	8.91
Portland	129.9	98.1	93.4	62.73
★ Salem	137.7	105.0	100.0	8.67

Pennsylvania	143.0	102.5	97.6	1,071.45
Allentown	146.1	104.4	99.4	17.45
★ Altoona	125.5	105.9	100.9	8.14
★ Bethlehem	146.8	109.6	104.4	7.66
Chester	158.1	104.2	99.2	10.48
Erie	139.2	102.2	97.3	18.56
Harrisburg	154.5	104.5	99.5	18.09
Hazleton	122.9	103.1	98.2	4.29
★ Johnstown	143.1	110.1	104.9	10.78
Lancaster	157.9	101.2	96.4	11.98
★ Norristown	195.4	111.0	105.7	7.25
Oil City	103.1	98.2	93.5	2.26

For Sales Impact in
ALTOONA, PA.

ROP FULL COLOR

Available Daily!

Add the extra selling punch of
ROP COLOR to the LARGEST
CIRCULATION in Blair County
for full sales impact in this rich
market.

98% COVERAGE 75% COVERAGE
City County and
Trading Area

ALTOONA, PA.'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER
Advertising Manager

Altoona Mirror

Plus +

SELLING OPPORTUNITIES!

To be exact . . . 100,000-plus opportunities, from CALL coverage of the 100,000-plus heavy-spending Woonsocket trading area. In the ABC city zone alone, nearly half of Woonsocket spending units are in the \$4000- and-over groups. Sell this market easily through its one-and-only local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicol & Rothman
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S
PLUS + MARKET

SALES MANAGEMENT

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
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FOR NOVEMBER, 1957 •



RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	November
1948	1956	1956	1957

Pennsylvania (cont'd.)

Philadelphia	137.3	101.9	97.0	239.60
★ Pittsburgh	134.5	107.3	102.0	98.00
Reading	129.5	98.1	93.4	15.05
Sharon	134.7	104.0	99.0	4.97
Scranton	111.7	100.7	95.9	13.34
★ Wilkes-Barre	117.1	106.7	101.6	10.46
Williamsport	133.7	102.1	97.2	6.66
York	173.7	101.5	96.7	11.74

Rhode Island

	140.5	102.8	97.9	82.46
Newport	140.7	99.4	94.7	3.56
Providence	125.3	104.2	99.2	33.74
Woonsocket	121.5	104.5	99.5	5.31

South Carolina

	162.6	104.4	99.4	156.93
★ Charleston	176.0	110.1	104.9	13.09
★ Columbia	172.3	105.4	100.4	16.06
Greenville	167.7	104.1	99.1	13.12
Spartanburg . . .	121.7	99.5	94.8	6.98

South Dakota

	111.1	100.3	95.5	58.21
★ Aberdeen	102.8	105.0	100.0	3.37
Rapid City	173.5	97.4	92.8	5.88
Sioux Falls	125.3	102.6	97.7	8.16

Tennessee

Chattanooga . . .	161.6	103.5	98.6	22.77
Knoxville	149.2	103.4	98.5	22.03
★ Memphis	153.8	105.1	100.1	60.02
★ Nashville	172.7	106.6	101.5	34.60

Texas

★ Abilene	169.5	113.0	107.6	8.76
★ Amarillo	181.3	109.2	104.0	16.81
★ Austin	169.2	107.5	102.4	19.16
★ Beaumont	162.4	112.6	107.2	15.65
★ Corpus Christi	202.1	108.8	103.6	21.04
★ Dallas	188.4	105.5	100.5	98.98
★ El Paso	214.7	113.1	107.7	25.67
Fort Worth	164.5	102.7	97.8	50.77
★ Galveston	123.7	108.4	103.2	8.60
Houston	186.5	102.9	98.0	108.53

RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

City	City	City	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	November
1948	1956	1956	1957

Texas (cont'd.)

Laredo	140.3	104.6	99.6	4.52
★ Lubbock	189.1	110.7	105.4	16.64
★ Port Arthur	178.5	113.1	107.7	9.35
★ San Angelo	161.7	105.6	100.6	7.86
San Antonio	167.3	104.7	99.7	53.34
Texarkana	129.0	99.1	94.4	5.51
★ Tyler	166.9	108.3	103.1	7.78
Waco	152.7	102.2	97.3	12.58
Wichita Falls	160.3	99.6	94.9	9.94

Utah

★ Ogden	154.5	105.7	100.7	9.01
★ Salt Lake City	187.3	108.4	103.2	34.48

Vermont

★ Burlington	146.2	107.9	102.8	5.81
★ Rutland	139.3	111.6	106.3	3.41

Virginia

★ Danville	140.0	106.5	101.4	6.15
Lynchburg	134.0	100.1	95.3	6.81
Newport News	142.1	102.8	97.9	8.66
★ Norfolk	171.4	105.8	100.8	33.35
Portsmouth	171.4	104.5	99.5	9.56
★ Richmond	146.2	109.2	104.0	38.93
★ Roanoke	146.7	107.6	102.5	13.93

Washington

Bellingham	97.1	104.7	99.7	3.60
Everett	130.2	96.9	92.3	6.17
★ Seattle	168.3	108.6	103.4	86.71
Spokane	159.5	103.4	98.5	26.49
Tacoma	150.2	98.3	93.6	21.30
Yakima	131.7	102.9	98.0	8.90

West Virginia

	139.7	105.7	100.7	150.93
★ Charleston	147.9	107.5	102.4	17.29
★ Huntington	163.6	107.3	102.3	13.32
Wheeling	142.8	104.9	99.9	10.24

Wisconsin

★ Appleton	174.3	110.5	105.2	7.06
★ Beloit-Janesville	156.6	106.2	101.1	9.57
Green Bay	161.1	102.9	98.0	10.02
Kenosha	140.5	99.1	94.4	7.16
La Crosse	143.2	99.5	94.8	7.27
★ Madison	169.5	105.1	100.1	17.04
★ Milwaukee	149.0	105.6	100.6	98.28
Oshkosh	131.6	101.3	96.5	6.25
★ Racine	135.7	105.9	100.9	10.02
Sheboygan	136.0	102.6	97.7	5.93
★ Superior	131.3	106.7	101.6	3.87

Wyoming

★ Casper	188.2	108.5	103.3	6.17
★ Cheyenne	165.0	108.0	102.9	5.88

HIGH SPOT CITIES

RETAIL SALES FORECAST

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FOR NOVEMBER, 1957 •



RETAIL SALES FORECAST (S.M. Forecast for November, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	November
1951	1956	1956	1957

Canada

134.8	99.0	100.0	1,221.0
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Alberta

★ Calgary	152.2	115.9	117.1	23.75
Edmonton	123.1	95.1	96.1	22.57

British Columbia

Vancouver	146.3	98.5	99.5	58.67
★ Victoria	144.8	104.6	105.7	11.49

Manitoba

Winnipeg	104.5	93.1	94.0	28.02
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New Brunswick

Saint John	119.3	93.2	94.1	5.75
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Nova Scotia

Halifax	126.7	94.7	95.7	10.96
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Ontario

Hamilton	121.7	96.6	97.6	24.11
★ London	127.5	99.5	100.5	13.90
Ottawa	116.0	97.8	98.8	20.89
★ Toronto	140.5	101.3	102.3	121.98
Windsor	110.7	89.8	90.7	12.54

Quebec

★ Montreal	137.0	99.1	100.1	120.61
Quebec	121.3	94.6	95.6	17.09

Saskatchewan

Regina	123.0	95.1	96.1	11.07
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NEWPORT

RHODE ISLAND'S RICHEST MARKET

More than any other market in Rhode Island, Newport County has the kind of money that makes advertising profitable—in a big way ... \$7,144 per family.

The Daily News is the only paper that sells isolated Newport—with 100% coverage of city zone (containing 61% of the people, 66% of the income), and 63% coverage of the country.

The Newport Daily News

Newport County's Only Daily

Largest Circulation
in Southern Rhode Island

Represented by
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1000 Ideas for \$10

Briefed
Selling Merchandising Advertising
Promotion ideas gathered and condensed from the nation's leading Business and Trade publications.
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Help Fill the MS*

Research

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Patient Aid



SALES GAINS AND LOSSES

A healthy 12% increase in the past fiscal year pushed sales of Royal McBee Corp. over the \$100 million mark for the first time in the firm's history. Fiscal 1957 sales totaled \$107.6 million against \$95.8 million in fiscal 1956. Standard Industries leads this compilation of company reports percentage-wise with a booming 114% sales gain this year over last. The 1957 yearly figure is \$11.6 million vs. the previous year's \$5.4 million. Container Corporation of America shows a sales decline for the first eight months of 1957; \$170.0 million for this year vs. \$185.0 million in 1956.

Key: f is for fiscal.

Figures are in millions of dollars.

Company	Period	1957	1956	Company	Period	1957	1956
Acme Industries	yr.	9.2	8.4	L'Aiglon Apparel, Inc.	yr.	10.4	9.8
Acushnet Process Co.	6 mo.	7.7	6.8	Lehn & Fink Products Corp.	f.	27.3	25.7
Albermarle Paper Mfg.	24 wks.	13.8	14.9	Lukens Steel Co.	36 wks.	91.4	67.6
Allis (Louis) Co.	6 mo.	19.7	18.7	Meier & Frank Co.	6 mo.	23.1	22.1
American Enka Corp.	36 wks.	42.2	42.2	Miller & Rhoads, Inc.	6 mo.	14.0	12.3
American Melasses Co.	yr.	54.9	50.4	Miller-Wohl Co.	yr.	39.8	38.9
American Photocopy Equipment	9 mo.	10.7	8.7	Mohawk Petroleum Corp.	6 mo.	9.1	8.3
American Steel & Pump	9 mo.	10.2	10.9	Monroe Auto Equipment Co.	yr.	12.0	13.7
American Sumatra Tobacco	yr.	6.8	6.2	Mueller Brass Co.	9 mo.	44.0	53.8
Ampco Metal, Inc.	6 mo.	6.6	6.3	National Casket Co.	yr.	18.2	18.0
Beam (James B.) Distilling	yr.	62.5	52.5	Omar, Inc.	yr.	40.4	39.4
Beckman Instruments	yr.	38.0	29.3	Plough, Inc.	9 mo.	21.0	17.4
Bluefield Supply Co.	6 mo.	19.4	18.6	Portable Electric Tools	yr.	12.0	10.1
Boyetown Burial Casket	yr.	9.4	9.1	Polash Co. of America	yr.	21.0	18.6
Burndy Corp.	yr.	23.7	21.3	Pratt & Lambert, Inc.	6 mo.	10.0	10.0
Centennial Mills, Inc.	yr.	25.5	25.4	Racine Hydraulics & Machinery	yr.	5.2	4.7
Container Corp. of America	8 mo.	170.0	185.0	Republic Supply Co. of Calif.	9 mo.	25.2	24.3
Cook Electric Co.	yr.	24.5	15.2	Roddis Plywood Corp.	9 mo.	38.5	40.5
Coro, Inc.	6 mo.	10.9	12.3	Royal McBee Corp.	f.	107.6	95.8
Cory, Inc.	yr.	24.7	24.1	Shakespeare Co.	yr.	14.0	12.4
Dayton Rubber Co.	9 mo.	59.8	54.1	Shedd-Bartush Foods	yr.	40.7	37.1
Ero Mfg. Co.	6 mo.	5.1	5.6	Shepard Niles Craine & Hoist	6 mo.	5.3	4.4
Eversharp, Inc.	6 mo.	8.3	9.1	Smith & Wesson, Inc.	yr.	5.7	5.3
Fisher Bros Co.	24 wks.	45.3	40.6	Snyder Tool & Engineering	yr.	15.4	9.7
Fox Head Brewing Co.	6 mo.	1.5	1.5	South Coast Corp.	yr.	20.3	23.2
Frontier Refining Co.	yr.	28.9	24.8	Spartan Corp.	yr.	24.8	24.0
Genung's, Inc.	6 mo.	4.4	4.3	Standard Industries	yr.	11.6	5.4
Gould-National Batteries, Inc.	3 mo.	16.0	16.7	Thalhimer Bros., Inc.	6 mo.	13.6	14.0
Hayes Industries, Inc.	f.	23.3	21.0	Townsend Co.	yr.	16.7	15.6
Holt (Henry) & Co., Inc.	6 mo.	5.1	4.6	United Merchants & Mfgs. Inc.	f.	460.9	433.0
Horne (Joseph) Co.	6 mo.	28.8	27.7	U. S. Shoe Corp.	9 mo.	32.5	28.9
Howard Industries	9 mo.	3.3	2.1	Waukesha Motor Co.	yr.	33.3	37.2
Husky Oil Co.	yr.	28.4	28.7	York-Hoover Corp.	yr.	7.7	10.0
Indian Head Mills, Inc.	9 mo.	14.8	15.8				
Kirsch Co.	yr.	30.0	29.5				

COMING NOVEMBER 10:

SALES MANAGEMENT'S annual "Marketing on the Move" issue is currently being shaped by the editors. This year, it promises to be more valuable than ever to the planning, thinking marketing executive.

The issue is designed to improve your foresight. It will be filled with projections, estimates of change in markets, future buying power, population, predictions.

The "Marketing on the Move" issue is an indispensable adjunct to scientific market planning. Watch for it! Read it! Use it!

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THE SCRATCH PAD

By T. Harry Thompson



I'll feel better about what follows if I quote Will Rogers: "We are all ignorant, but on different subjects."

We're a redundant people. A sportscaster talks about a boxer being kept "in a happy mental state-of-mind."

Don Raihle wonders if we'd like it any better if we added Geritol to the vodka and tomato juice and came up with a "Tired Bloody Mary"? It might help, Don.

This past summer, a depression-baby came back with a bang: Miniature golf. Hope it isn't a portent.

Verne Lane, of Houston's Executive Research Institute, relays Ambrose Bierce's deft definition of an architect: "A man who drafts plans of your house while he plans an over-draft on your bank-account." If Frank Lloyd Wright is beamed our way, Ambrose was just kidding.

Whitt Schultz lays it on the line: "Avoid being an idea-killer. Think up . . . or shut up."

That was a clever illustration in a Sheraton Hotels ad (in SALES MANAGEMENT) showing Paul Mangan, Sheraton's national convention manager, shaking hands with himself.

Stopper by *Good Housekeeping* in the same issue: "My husband shot a moose."

Deodorant slogan: "Get on the Ban wagon."

"Why don't you pick yourself a Dam Site?" asks a headline on a Great Northern Railway ad. I would have said: "Better by a dam site."

One thing that hasn't changed over the years is the childish query: "What did you bring me?"

Orthoepy Dep't: Someone should

tell these TV announcers that, phonetically, it's a "moble" camera and not a "mobeel" camera, except in Alabama.

What old-timer remembers what the Silsby, the Amoskeag, and the American La France companies had in common? I've researched it for you: They manufactured the steam fire-engines which are now museum-pieces.

In a firm like Birch, Birch, Birch & Bark, five will get you ten that Bark is a son-in-law.

Harold Craig, big-money winner on "Twenty-One," amused me when he said: "'Jumping Bull' is a funny name for an Indian. In fact, it's a funny name for *anyone*."

Thing I like best about Mike Stokey's hit charade is the zany type of contributions. Example: "They crossed a cow with a duck because he liked his milk with quackers." And again: "He put gunpowder in her tooth-paste because she was always shooting off her mouth."

I wonder if you're as tired of white-wall tires as I am?

People who think-up names for places ought to do better than the disenchanting "Home for Incurables."

Speaking of names, who remembers that Reo Trucks got their name from Ransom E. Olds, father of Oldsmobile?

Bell Telephone has apparently removed the ban on the diminutive "phone," with or without the apostrophe.

Arthur Murray's favorite dancing-partner, Kathryn, says she is saving her Bufferin for a "migrainey day." Nice!

Repeated by request: In top Soviet circles, it's hero today and gone tomorrow.

Love's Labour's Lost

I make no claim that these ideas I have been peddling over the years (without success) are world-beaters; nor that other creative people haven't gone through the same experience.

But I think we'd all feel better if we knew *why*.

General Electric did think it might damage its G-E trademark to put it in the center of *refriGerator*. (I felt it was a good way to own a generic word.)

Teacher's Scotch took a dim view of my slogan: "Learn about Scotch from Teacher's."

No catsup-maker could see a line I borrowed from baseball: "Put it over the plate." In the same category, I could never get a tumble from a mustard-maker with: "Another Golden Opportunity."

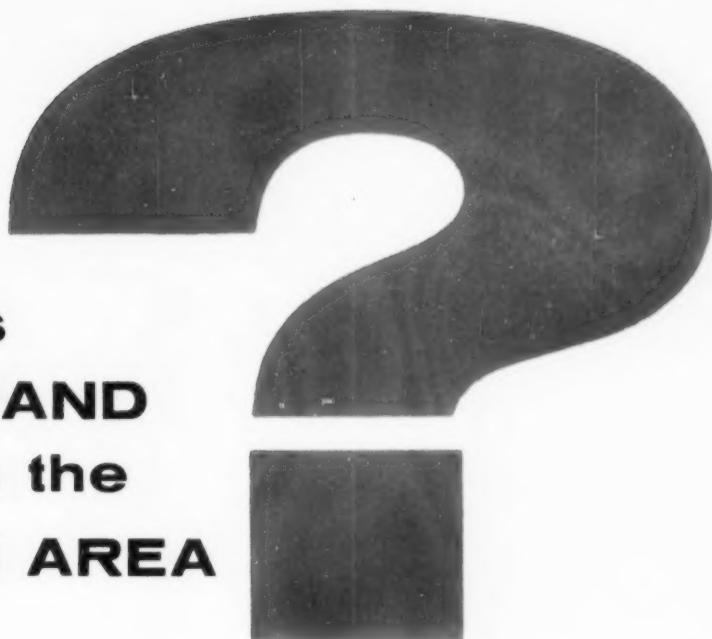
Best known for its Ronson lighters, I offered this for its electric shaver: "Ronson makes lighter work of shaving." They thought it was "confusing."

A motor-car wouldn't be found dead taking an idea from the outside, so my "Cadillac, the beautiful, from 'C' to shining 'C'" never got into low gear. No gasoline wants the alliterative "Liquid Lighting" line. Sometimes, you get the nasty thought that no idea is any good if an "outsider" thought of it first.

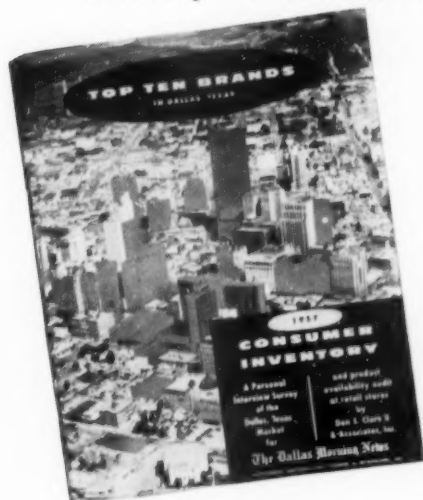
Agencies are especially gun-shy, as I've noted in this space before. And they have an air-tight alibi by having their legal department reply to your letter.

It wasn't that I expected pay for suggestions. Hominy grits! You can't even give ideas away!

How is YOUR BRAND doing in the DALLAS AREA



Check your demonstrated preference in the second annual, 1957



This study, made by Dan E. Clark II & Associates, is available to advertisers and agencies on request on your letterhead to Leland Renfro, Manager General Advertising, The Dallas Morning News...or your nearest Cresmer & Woodward office.

TOP TEN BRANDS

Consumer Inventory and Product Availability Audit

Here's opportunity to discover what brand the housewife selected when she last purchased the product.

Or, you may want to check your Dallas distribution against on-the-shelf availability in Dallas stores.

How does consumer preference for your product compare with last year? Have you paralleled Dallas' growth? How is your competition doing?

TOP TEN BRANDS covers over 130 food, drug and household products. It shows brand preferences within Dallas' City and Retail Trading Zones and availability in Dallas grocery and drug stores. Included are brand preferences of automobiles, appliances and other products, comparisons with 1956, and profiles of the market, its population and media.

What of promotion? Is your advertising increasing preference for your product? Are you making inroads into your competition? Is there a local appeal you should be stressing? Perhaps we can help.

THE DALLAS MORNING NEWS

Member, Metro Sunday Comics Network

CRESMER & WOODWARD, INC. National Representative

New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco



The Tribune can do almost anything in Chicago

There's no fooler like the Little Fooler. Ask puzzle fans around Chicago.

As a rule, crossword puzzles don't raise many blood pressures. The average reader can pretty much take 'em or leave 'em alone.

But the Tribune can and *did* get readers to send in as many as 926,000 entries in one of its weekly Little Fooler crossword puzzle contests. It can and *did* inspire thousands of amusing letters and reams of whimsical verse on the subject. And in less than two and a half years' time pull over 50,000,000 entries, making the Little Fooler almost as much a part of Chicago folklore as Father Dearborn or Mrs. O'Leary.

And the Tribune can and *did* sell \$50,000 worth of box springs and mattresses for Polk Bros. in five days. Help Pepsi-Cola more than double its take-home sales in Metropolitan Chicago. And assist Duncan Hines Cake Mix in its climb from nothing to a strong contender in a highly competitive market within three years.

How come?

Because Chicago gets excited about the Tribune. Some people may pan the Tribune or praise it—rave about it or sometimes at it. But nobody's lukewarm about it. More than 3 times as many Chicagoans read it as read the largest national magazine. More than 6 times as many Chicagoans pore over its pages as tune in an average evening TV show.

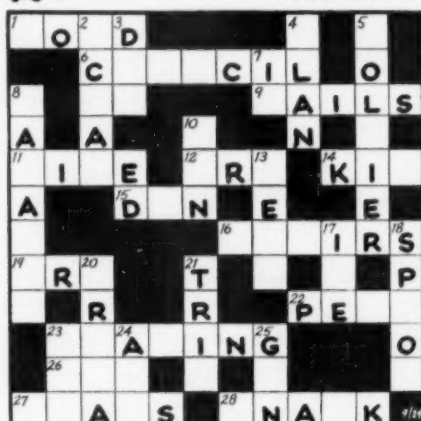
That's probably one reason why the nation's food manufacturers invest more advertising dollars in the Tribune than in any other newspaper. Why not put the Tribune to work for you, too?

THE CHICAGO TRIBUNE



LITTLE FOOLER

PUZZLE NO. 141



PRINT CLEARLY

Mr.

Mrs.

Miss

No. and Street

City

State

Phone

In the box at right please PRINT
the first letter of your last name
large and clear.

9-28

Mail to "Little Fooler No. 141, Postoffice Box
6307, Chicago Tribune, Chicago 80, Ill." All en-
tries must be delivered by the postoffice to Box
6307 not later than 1 p. m. Thursday, Oct. 3.

Clews Across

1. A ——— engraving has sharply defined tone contrast.
6. A decision recorded in this probably will be upheld by the law.
9. If hit by shot they're likely to come crashing down.
11. Number.
12. Vase used to hold the ashes of the dead.
14. The loss of his ——— might well impair the efficiency of a soldier on active service.
15. In which a student can sometimes work quite undisturbed.
16. They are members of a certain sect living in poverty in the East.
19. We live in the modern ———.
22. Native who has a this need not go hungry or thirsty.
23. There's a risk in ——— out of a railroad car, especially when the train is moving.
26. Hostelry, tavern.
27. As they get old there's a tendency for them to split if nothing is done about them.
28. A man may do his job more efficiently if he has this.

Clews Down

2. Sea.
3. You could say that a this is a kind of animal.
4. It's natural for a person to be in favor of his own particular one.
5. Drilling helps to make the modern ——— more efficient.
7. Half of the word "Iris." (See also 9 across.)
8. Any large zoo would have one.
10. People on a roller coaster get this for their money.
13. Having to live with people who are excessively ——— can be most trying.
17. A little of this can make a big change in a man's disposition.
18. This is sometimes found useful in approaching one's objective.
20. The oval central part of an ancient Roman amphitheater.
21. If you take your two best friends on a vacation, you will have a good ———.
23. Falsehood.
24. Girl's name.
25. Expert would quickly spot the slight difference between one make of a ——— and another.